

**BY ORDER OF THE DIRECTOR,
AIR FORCE JUNIOR RESERVE
OFFICER TRAINING CORPS (AETC)**

**OPERATIONAL SUPPLEMENT
TO AFJROTC INSTRUCTION 36-2010
27 AUGUST 2026**



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

SUMMARY OF CHANGES: This instruction has been substantially revised and must be completely reviewed.

FOREWORD

This Operational Supplement provides standardized guidance, procedures, and best practices to support the effective execution of AFJROTC programs. It serves as a companion document to governing directives and is intended to assist instructors, cadet leaders, and supporting staff in maintaining program consistency, operational excellence, accountability, and mission effectiveness across all functional areas. The guidance contained herein captures current program management expectations and consolidates operational information into a single reference document.

PURPOSE

The purpose of this document is to provide operational guidance and supplemental procedures for the administration and execution of AFJROTC activities. This supplement supports planning, curriculum execution, leadership development, cadet operations, special events, financial management, uniforms and awards, and Cadet Leadership Course activities. Users should apply this guidance in conjunction with applicable headquarters directives, policies, and official program publications.

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FOREWORD

This Operational Supplement (Ops Sup) provides a reference for cultivating a high performing Cadet Corps. It empowers cadet leaders to take full accountability for their unit.

1.1. Cadet Ownership:

1.1.1. Strategic Goal Management: Establishing SMART unit goals and maintaining a method for measuring, monitoring, and reporting progress.

1.1.2. Targeted Activity Development: Aligning Community Service Activities, Leadership Development Requirements (LDR), and Curriculum-in-Action (CIA) Trips to directly support and advance unit objectives.

1.1.3. Operational Execution: Taking full responsibility for the end-to-end successful planning, organizing, and execution of all unit activities.

1.1.4. Systems Administration & Control: Managing daily operations of the cadet corps including Cadet Access in WINGS for input of unit activities, maintenance of cadet records, logistics management, health and wellness program, etc., all under instructor supervision.

NOTE: This does not relieve instructors from the ultimate responsibility for unit operations and WINGS accuracy.

1.2. Cadet Corps Goals

1.2.1. STEP 1: Know the Goal Setting Process

1.2.1.1. All Air Force and Space Force Junior ROTC (AFJROTC) units must develop a minimum of six organizational goals that support the mission of “*Developing Citizens of Character*.” The six goals must be entered into WINGS at the beginning of each academic year. While there is no set limit to the number of goals a Cadet Corps may pursue, the total number of goals should be kept to a reasonable amount to maintain focus and manageability. Instructors should encourage cadets to tie overall unit goals to additional sub-goals within their various functional areas.

1.2.1.2. The six required unit goals are divided into three categories:

1.2.1.2.1. Cadet Impact: Two goals must be related to the Cadet Corps. One of the cadet goals will focus on academic excellence within the Cadet Corps.

1.2.1.2.2. School Impact: Two goals must be related to the school. One of the school goals will address recruiting and retention of cadets in the unit.

1.2.1.2.3. Community Impact: Two goals must be related to the impact on the local community. One goal will be oriented towards cadet involvement in a civic outreach project.

1.2.1.3. Cadet Corps goals will be cadet inspired, not instructor directed. Instructors should provide guidance and advice but should not direct or write the goals for cadets. Cadet leadership efforts to own and achieve their goals are much stronger when written by the cadets and give them more ownership to accomplish their goals. Goals should not be duplicated or repetitive from year to year. Rather, they should be unique and represent the cadet leadership vision for the entire Cadet Corps for the current academic year.

1.2.1.4. To maximize "buy-in," cadet leaders should begin developing goals immediately upon appointment. This collaborative process ensures ownership across the Corps. Within the first two weeks of the academic year, instructors should facilitate the LE-100 lesson, "Making Positive Decisions" (Chapter 2, Lesson 3). Use this lesson to teach the acrostic "SMART" goal-setting framework, beginning with unit-wide brainstorming sessions.

1.2.2. STEP 2: Brainstorm The Goals

1.2.2.1. The Cadet Corps Commander should solicit as many ideas as possible regarding what cadets believe is important to the entire Cadet Corps. One way of doing this is to conduct a brainstorming session in each class to generate ideas. Ask leading questions to initiate discussion, such as:

"What is the greatest challenge within this Cadet Corps?" "What is the number one academic issue among cadets?"

"How can we improve the academic performance of the entire Cadet Corps?" "How can this Cadet Corps make a difference in our school?"

"What is the #1 recruiting and retention issue in this unit?" "How can we increase or improve Cadet Corps retention and recruiting efforts?" "What can the Cadet Corps do to help improve our community?"

"What best practices have you seen in other AFJROTC units or school programs?"

1.2.2.2. Optional Ballot Process. Once ideas are collected from all classes/cadets, cadet leaders should group all ideas together and consolidate/eliminate any goals that are duplicated or similar in nature. Next, categorize each idea under the major category it supports (cadet, school, or community). Prepare a ballot for cadets to rank order the ideas from most important to least important. Once every cadet has an opportunity to vote, cadet leaders can review the ballots and select the highest ranked idea in each of the categories (cadet, school, and community). Then, they can decide which goals are most important for their group.

1.2.2.3. Remember, all goals should be a challenge and require measurable efforts from the cadets. Once satisfied, cadet leaders can write SMART goals.

1.2.3. STEP 3: Write The Goals

1.2.3.1. Using the ideas selected by the Cadet Corps, written goals need to have several essential (SMART) components. For a goal to qualify as SMART, all five components are required. According to LE-100, Chapter 2, Lesson 3, the acronym “SMART” means:

1.2.3.1.1. SPECIFIC: Make specific goals and write them down. Do not write in general terms. What exactly do you want to accomplish? Be specific.

1.2.3.1.2. MEASURABLE: List the steps you will take to reach your goal. Generate a way to continuously track and qualitatively (quality, not quantity) evaluate goal accomplishments. The goal should show how you will reach it. It must be measurable.

1.2.3.1.3. ATTAINABLE: Goals must be realistic, requiring action or effort. This action should be dependent on the cadet corps. It should be attainable and realistic.

1.2.3.1.4. RESULTS: Set up checkpoints to evaluate your progress. Goals must be managed and controlled towards achievement. Can cadets control the outcome? Can they monitor and evaluate their results?

1.2.3.1.5. TIME FRAME: Goals must have a time constraint. When do cadets hope to successfully complete their goals? Your Cadet Corps school calendar will need to reflect goal accomplishment. Remember, the results of the six HQ AFJROTC required goals should be documented in WINGS prior to the end of each school year. Avoid setting goals that cross academic years.

1.2.4. STEP 4: Refine and Submit the Goals

1.2.4.1. After cadet leaders establish the Cadet Corps goals, instructors should ask questions to clarify what cadets are trying to accomplish. Cadets should refine the goals, if necessary, to ensure they are all SMART.

1.2.4.2. Cadets will enter unit goals into WINGS under "Draft" status. Once finalized, update the status to "Submitted" and click "Save." Always verify that the entry was successfully recorded.

1.2.4.3. This process **MUST** be finalized by 10 October each calendar year to meet the HQ AFJROTC suspense.

NOTE: Missing this crucial requirement will affect a unit's eligibility for an annual unit award.

1.2.5. STEP 5: Measuring Goal Accomplishment

1.2.5.1. Goals are meant to guide cadet operations throughout the academic year. Therefore, properly developed goals will emphasize what is important to cadets. Cadets must continuously measure progress toward achieving the desired outcome of each goal. Mid-course/semester changes may be needed to accomplish each goal.

1.2.5.2. Key notes to remember:

1.2.5.2.1. When the cadet staff plans yearly activities, they should tie each cadet activity to the Cadet Corps goals.

1.2.5.2.2. Ensure all cadets KNOW the Cadet Corps goals. Posting them in a prominent place (i.e., the classroom or online) and/or giving each cadet a hard copy of all goals are effective ways to communicate them. A Cadet Corps can only achieve their goals with every cadet's knowledge, understanding, and effort towards the goals.

1.2.5.2.3. The Cadet Corps Commander should assign members of the senior staff to be responsible for tracking and keeping records of each goal.

1.2.5.2.4. Periodic special staff meetings should be conducted to determine progress toward achieving each goal. Depending on the progress, changes or corrections may be needed to achieve a particular goal.

1.2.5.2.5. Before the academic year concludes, instructors should guide cadet leaders in entering their "Goal Results" into WINGS. For each goal, the cadets must select the "Yes" or "No" radio button to indicate accomplishment and provide a concise comment explaining how the goal was achieved or why it was missed. Once entries are finalized, change the status to "Complete" and click "Save." This evaluation is a critical component of the goal-setting process.

1.2.6. STEP 6: Understanding. After using this 5-step SMART goal-setting process, cadets should understand the importance of goal setting to an organization and how to use goals to guide themselves and an organization towards success. This is an outstanding cadet leadership tool that puts classroom Leadership Education into practice.

1.3. Planning, Organizing, & Executing Cadet Corps Programs

1.3.1. AFJROTC events should be initiated, planned, organized, executed, and documented by cadets. This includes all CIA trips (including overnight travel), LDR teams, planning committees, and unit-sponsored community service projects. Developing an "ownership" level of operation is a process that may take several years to mature. Instructors must empower cadets to take ownership of their program, as AFJROTC provides a premier opportunity for cadets to occupy and master key leadership positions.

1.3.2. Cadet leaders must develop a fresh operational plan each academic year. The Cadet Corps Commander is responsible for assigning project officers to every activity, team, committee, and event. To ensure the unit has adequate expertise and continuity, Project Officers should be mature initiative-takers, typically juniors or seniors with at least two years of AFJROTC experience. An Assistant Project Officer (or NCOIC) should also be selected, normally a sophomore with at least one full year of experience. Instructors must monitor the selection process to ensure candidates are qualified for their roles and provide final approval for all selections before announcements are made.

1.3.3. Cadet project officers and NCOICs should develop a chronological task checklist for their project, program, or area of responsibility. Instructors should use leading questions to guide cadets without providing direct answers. To ensure continuity, project officers must maintain a continuity book and develop checklists for future use. Processes should be updated after each event to accurately record details for future success. While instructors should adjust assistance based on a cadet's ability and monitor progress closely, they must intervene to prevent a major event from failing.

1.3.4. Cadets should meet instructors periodically to brief their progress and discuss current problems, potential pitfalls, and operational constraints. Instructors should use leading questions to guide cadets in the proper direction. Under the supervision of the designated cadet leader and with instructor guidance, the cadet team or committee is responsible for the full planning, organization, and execution of the activity. Finally, ensure these efforts are recognized publicly following a successful event.

1.4. Cadet Corps Functional Areas of Responsibility

1.4.1. In a “cadet-led, cadet-run” unit, leaders are responsible for managing all functional areas within the Cadet Corps. The Cadet Corps Commander selects key staff members for each functional area; a process instructors must monitor to ensure candidates are capable and qualified. All selections require instructor approval before they are announced. To maintain unit integrity, Cadet Corps Commanders must select staff based on merit and performance rather than personal friendships. Furthermore, cadet leaders and instructors should establish clear expectations and discuss potential consequential actions should a selected individual fail to perform their duties properly.

1.4.2. Each cadet functional leader is responsible for training their respective staff members. The Cadet Corps must be structured to facilitate the training of potential replacements, build continuity, and prevent the redundant recreation of existing processes.

1.4.3. A sample structure that facilitates the “cadets-training-cadets” model involves pairing a logistics officer (OIC) with a logistics NCOIC who is at least one year junior in AFJROTC experience. To further decentralize operations, each flight may have a logistics specialist that reports directly to the OIC and NCOIC. This tiered approach provides consistent oversight and should be mirrored across all functional areas to ensure unit-wide continuity.

1.4.4. In cases such as new units, instructors WILL initially train functional leaders, who will then assume responsibility for training their own staff.

1.4.5. Units should publish details regarding Cadet Corps operational and functional areas in official guidance such as the Cadet Guide, Operating Instructions, or Policy Letters and ensure accessibility for all cadets.

1.4.6. Each cadet functional leader must have WINGS Cadet Access to manage personnel records, physical fitness testing, logistics, and unit activities. This access enables cadet leaders to formally document all CIA trips, LDR teams, planning committees, community service projects, or related tasks within the system of record.

1.4.7. Cadet Corps Functional Areas of Responsibility include, but are not limited to:

1.4.7.1. Logistics (LG): Includes controlling and managing the unit's uniforms, supplies, and equipment, in addition to the accurate accountability of all Air Force-funded O&M equipment (i.e., rifles, sabers, drones, etc.). Logistics is a tough, attention-to-detail job that requires a well-organized cadet leader. The logistics staff should utilize Cadet Access in WINGS Logistics module to demonstrate cadet ownership in this functional area.

1.4.7.2. Personnel (IM): Includes maintaining cadet personnel records, folders, paperwork, and keeping unit records on community service and other administrative tasks. Personnel cadets may help instructors with individual cadet awards and decorations, jobs, ranks and promotions, health and wellness activities, and individual participation in unit activities, community service, and even financial records.

1.4.7.3. Physical Training and Wellness (PT): Includes planning weekly PT/Wellness activities, conducting the unit's Physical Fitness Test (PFT) Mass Assessments, and accurately recording all cadet PT scores. PT staff should have Cadet Access and utilize WINGS to manage these areas of responsibility.

1.4.7.4. Public Affairs (PA): Includes properly and accurately publicizing Cadet Corps activities and events to the school and/or community, such as photos, videos, and social media. The PA staff may also assist instructors in documentation of historic events at the school/unit, as well as assist in recording these events at HQ AFJROTC levels for accurate and historic posterity.

1.4.7.5. Inspector General (IG): Includes leading cadet leadership in conducting the annual self-assessment for the unit, as well as planning, organizing, and executing preparations for the formal HQ AFJROTC Unit Assessment (UA). The IG staff must know the standards, ensure that they are met and/or exceeded, and document self-assessment findings honestly and accurately in WINGS.

1.4.7.6. Operations (OPS): Includes leading training and scheduling of cadet corps activities which may include LDR teams such as Color Guard, Flag Detail, Armed and Unarmed Regulation Drill. These specific cadets should be well versed in the AFJROTC 30-Command Drill Sequence, AFJROTC Color Guard Pamphlet, Department of the Air Force Pamphlet 34-1203 Drill and Ceremonies, and Department of the Army TC 3-21.5 Drill and Ceremonies.

1.5. Cadet Promotions, Awards, And Standards

1.5.1. For the cadets to be true "owners" of their Cadet Corps, they must play key roles in promotions, giving awards, and enforcing standards. There should be written procedures in the unit's published guidance such as the Cadet Guide, Operating Instructions, or Policy Letters on how promotions are administered, how awards are earned, and how standards will be enforced within the unit. Instructors should collaborate with cadet leaders to develop tools that help them manage the Cadet Corps. Then, instructors must release ownership to these

cadets to now lead their peers.

1.5.2. Special board procedures for awards, promotions, and disciplinary issues should be clearly stated and included in the unit's published guidance such as the Cadet Guide, Operating Instructions, or Policy Letters. Instructors must be present when any cadet board is conducted to ensure cadets abide by the rules (school and regulations) and to ensure all board actions are fair and just. Board actions are only recommendations; the final approval authority for all actions rest with the instructor team.

1.5.3. Standards should be published, explained, and understood. More importantly, they should be enforced and not lowered. Failure to at least meet the standard should be consequential, with the expectation of cadets meeting and exceeding the standard, as Integrity and Excellence dictate.

1.5.4. One method of managing standards is using a merit/demerit system. Merit/Demerit systems have worked well in some units and not so well in others. If used, system procedures should be written in the unit's published guidance, such as the Cadet Guide, Operating Instructions, or Policy Letters for all cadets to read and follow. To preclude abuse of the system, instructors must closely monitor it, as any cadet receiving merits or demerits must be fully aware of the pending action. Actions should be documented, with care given to ensure the merit/demerit system is not just a punitive system which fails to recognize good cadet actions. There should also be a procedure whereby a cadet receiving a demerit can appeal the action if he or she feels it is unfair. There should be zero tolerance for anything that appears to be hazing or physical discipline, and a consequence to a demerit or failure to meet the standard. An appointed Cadet Senior Enlisted Advisor or Cadet Command Chief could be the cadet to oversee and lead this program, which is an option for the instructors to consider.

1.5.5. All these actions and programs are benchmarks of a cadet-led, cadet-run program. Ownership may vary from year to year depending on the strength of the unit's senior class leadership. The expectation is for instructors to proactively start the ownership process by training, mentoring, and setting cadets up for success. Then, allow cadets to take ownership of their program, to develop a tradition of excellence which is reinforced and strengthened throughout each new academic year, towards becoming a high standard of excellence for the unit.

1.6. Community Service

1.6.1. Community service is defined as voluntary, unpaid work intended to assist or benefit an individual or group within the community. It is the practical application of the Air Force Core Value, "*Service Before Self.*"

1.6.2. HQ AFJROTC tracks community service hours for annual reporting and unit awards eligibility from 11 April of the current academic year to 10 April of the next academic year.

1.6.3. Community service by cadets is a key tenant of good citizenship, while providing an exceptional opportunity to develop teamwork and Cadet Corps ownership. Cadet leaders should be encouraged to make community service a top priority. The goal is to get maximum

participation in on and off campus AFJROTC sponsored events and encourage maximum involvement in non-JROTC sponsored community service events. High cadet participation rates lead to higher recruitment and retention rates and provide opportunities for greater Cadet Corps visibility in the school and community. This leads to better citizens for our local community and nation.

1.6.4. Cadet leaders demonstrate ownership by planning events, recruiting volunteers, and executing activities. Additionally, they should develop incentive programs to recognize participating cadets, such as establishing criteria for the Service Ribbon or other unit-level awards.

1.6.5. Community service must be performed without pay, academic grade, or any form of in-kind compensation. Cadets may not receive any personal benefit in exchange for their participation.

1.6.6. For example, if cadets receive personal payment for an activity such as cleaning a stadium after a football game. The activity is considered employment, not community service. However, if the funds raised are donated to an outside charitable organization (independent of AFJROTC), the activity may be classified as a community service project. This distinction must be clearly documented in WINGS event description.

1.6.7. Community service must also benefit the general community. It cannot be for the sole benefit of the AFJROTC unit.

1.6.8. Volunteering to come after school and straighten up/clean the unit classrooms, logistics, storage, cadet areas should NOT be reported as community service because this has no benefit to the community. Maintaining the unit areas is a daily service to the unit, cadets, and instructors.

1.6.9. Volunteering to come after school to clean the campus grounds, raise and lower the flag on the school's flagpole in the morning and afternoon, reciting the Pledge of Allegiance and giving announcements on the school PA/radio station, and serving as escorts/assistants during a school open house/orientation SHOULD be counted as community service as these activities benefit the school and/or community.

1.6.10. The unit SHOULD count the actual hours spent performing the community service at the event location. Additionally, the unit MAY count any preparation time (dressing out, loading supplies, etc.) or travel time not exceeding 1 hour to/from the community service project.

1.6.11. HQ AFJROTC requires at least one cadet-led and organized off campus AFJROTC unit-sponsored community service event each academic term. For Traditional, A/B, or Modified A/B schedules, the academic term is the entire school year. For 4x4 Block and Trimester schedules, the school year has multiple terms, so the unit must accomplish one during each term.

1.6.12. These events serve as leadership laboratories where cadets take ownership of a

project's success. To qualify, an activity must be an official unit-sponsored event that benefits the community and is executed exclusively by the Cadet Corps. Examples include environmental clean-ups, where cadets remove litter from local parks, roadsides, or cemeteries, organizing a charity food drive at the neighborhood grocery store where collected goods are donated to a local pantry, or visiting a senior citizens facility to deliver holiday cards and sing carols, boosting residents' emotional well-being. These are just a few examples of qualifying activities.

NOTE: Marching in parades or participating in other community-sponsored events DO NOT meet this requirement, as these activities are not primarily organized and executed by the unit.

1.6.13. Community service events are characterized in two categories: AFJROTC sponsored events and non-AFJROTC sponsored events.

1.6.14. AFJROTC sponsored events are:

1.6.14.1. Planned, organized, executed, and documented by the Cadet Corps.

1.6.14.2. LDR activities must be available for participation by the entire Cadet Corps, unless the activity is specifically sponsored by a specialized LDR team, club, or society. Examples of such restricted entry groups include the Kitty Hawk Honor Society, Green Team, and Color Guard/Flag Detail Team.

1.6.14.3. Supervised by a certified AFJROTC instructor or chaperone.

1.6.14.4. Chaperones: Units will follow school district policy to vet and approve chaperones to accompany cadets for local, after school or weekend activities when a certified AFJROTC instructor is unavailable. All parties must strictly adhere to the responsibilities listed in AFJROTCI 36-2010, paragraph 7.9. through 7.9.2.

NOTE: Chaperones will not escort cadets to activities that involve the transport and/or use of any type of weapons (rifles, replicas, air rifles, archery bows, and sabers/swords).

1.6.15. Non-AFJROTC sponsored events are:

1.6.15.1. Community service event may be completed by a cadet that volunteers for local, regional, or national organizations outside of AFJROTC. This includes, but not limited to Church or religious outreach programs, Boy/Girls Scouts of America, Habitat for Humanity, and Club or National Honor Society.

1.6.15.2. Cadets may receive credit for community service events completed individually or as part of an unsponsored group. Examples include neighborhood clean-ups, volunteering at a community garden, or similar local initiatives.

1.6.15.3. These activities must be led or overseen by an adult, such as an organization sponsor, religious leader, coach, or parent.

1.6.16. To maintain the integrity of all community service hours, units must create and

utilize a standardized document to record both AFJROTC sponsored and non-sponsored events. For all non-sponsored activities, cadets are required to provide verification from a supervising adult for SASI approval. Cadet leaders are responsible for verifying participation and entering all data into WINGS within one week of an event's completion.

1.6.17. Instructors will use community service hours to identify and award the Service Ribbon to eligible cadets. Additionally, units are encouraged to include community service completion as a criterion for cadet promotion.

1.7. Cadet Corps Excellence

1.7.1. Instructors set and model the standards for excellence in any AFJROTC unit. A *“Do it right the first time”* attitude must be emphasized because it saves time and effort. Cadets should also be model citizens at home, on campus, and in their community not just while at school, but always. Successful units typically exceed school averages in attendance, academics, graduation rate, and disciplinary rates when cadets exemplify the Core Values and Cadet Creed. There should be evidence of a lower number of disciplinary problems in every class among cadets as compared to the general student body. AFJROTC should be regarded by faculty and students as the best student organization on campus exemplifying self-discipline, integrity, excellence, and service. Finally, collaborative/joint efforts with other school organizations, clubs, and programs help bond cadets and students throughout the school and community, while expanding visibility of the program.

1.7.2. Academic success should be given the highest priority by instructors and cadets, factored in promotions and job advancement. Cadets in need of academic help should be identified and proactively supported through study groups and tutoring efforts. Academic recognition programs such as the Kitty Hawk Honor Society (KHHS) should be utilized to identify and recognize academic leaders.

1.7.3. In the PT/Wellness Program, physical fitness should be led and managed by cadets to include planning and leading exercises, to documenting and assessing via WINGS. Any program modifications should be made to strengthen cadet weaknesses and show improvement. Warrior or elite PT programs are encouraged, like the Raider Team and PT competition events.

1.7.4. In recruiting and retention, cadet leaders should be involved in promoting the unit and the programs offered. Cadets are the unit's best recruiters for AFJROTC and are the foundation of a viable unit. Consider surveying the Cadet Corps to find out what is most liked and disliked. Why do cadets join your unit? Consider an “exit survey” to ask why cadets choose to leave the program. Cadet leaders should collaborate with instructors to ensure the activities, trips, and events they conduct are what cadets want.

1.7.5. Cadets should be encouraged to actively participate in other student organizations within the school. The demographics of the unit should mirror those of the school to be an integral part of the school. Cadets should actively recruit students across the entire student body, to include honor students, varsity athletes, band and chorus members, Key Club members, special needs students, etc. Without this diversity, a unit will be quickly

stereotyped as either the place for students interested in the military, or where the “*students who cannot do anything else go*” within the school.

1.7.6. Cadets should take pride in their facilities and should be actively involved in keeping the AFJROTC area clean and organized all the time (not just when a visitor is coming). Cadets should be allowed to personalize their area to reflect the originality and spirit of their unit. They should be allowed to keep bulletin boards, and other displays neat, organized, and up to date.

1.7.7. Instructors should encourage the principal and other administrators to officially recognize cadet contributions and awards at every opportunity. To help, the instructor can provide the principal with a 3x5 index card stating a short narrative about how a cadet excelled. Keep the activities, service, and excellence in front of the entire student body whenever possible. This helps with recruiting, unit pride, and enhancing AFJROTC reputation on campus. Remember, the principal has many activities going on all the time and may not always see what cadets are doing. The 3x5 card could prove valuable.

1.8. Cadet Assessments and Annual HQ Unit Assessments

1.8.1. Every cadet leadership team must have the opportunity to prepare their program for inspection. Units are required to conduct a thorough self-assessment annually using the UA checklist and associated rubric in WINGS. Cadet performance in various areas addressed in the preceding sections will indicate how well instructors are doing their job as mentors in achieving the mission of citizen development. Regional Directors will schedule units annually to receive an HQ AFJROTC formal UA to ensure units and schools comply with Headquarters’ requirements. This should be part of the unit's yearly planning calendar.

1.8.2. Some units appoint the cadet Deputy or Vice Commander as the one responsible for the unit’s assessment preparation. Others appoint a cadet to serve as the Inspector General (IG) for this task. Parts of the assessment checklist should be delegated to functional leaders within the unit. Involvement of every cadet, to the maximum extent possible, will contribute to a unit’s success and rating.

1.8.3. The instructors should find someone outside of the unit to be the Inspecting Officer for the self-assessment. This could be the principal, VFW official, or an instructor from another local unit. No matter who is evaluating, cadets should plan the day as if it is a formal UA.

1.8.4. The first impression of a Cadet Corps is defined by its personal appearance and grooming. Adherence to established dress standards directly reflects the unit's professionalism. Cadet leaders must be actively involved in the uniform inspection process to ensure cadets present a neat, clean, sharp, and professional image. Notably, the unit’s overall assessment rating depends on total corps compliance, as discrepancies by even a small fraction of cadets can degrade the entire unit’s standing.

1.8.5. Cadet Unit Mission Brief: Cadets are required to create and deliver a unit mission briefing to the evaluator during the formal UA. A sample template for the Cadet Unit Mission Brief is in WINGS | Published Files | JROTC | 3. JRO-Operations Division |

Assessments/HQ Visits. It must include the following as a minimum:

1.8.5.1. Six HQ AFJROTC submitted SMART goals (see Section 1 of this guide) with performance measurements and status of each goal.

1.8.5.2. Overview of the unit's PT/Wellness Program including the planning and execution of fitness activities and status of PFT Mass Assessment within the current academic year.

1.8.5.3. Community service events with total hours and cadet participation rates from previous academic year and current academic year as loaded into WINGS.

1.8.5.4. Curriculum in Action (CIA) trips (planned and executed) with cadet participation rates from previous academic year and current academic year as loaded into WINGS.

1.8.5.5. Number of LDR activities and cadet participation rates from previous academic year and current academic year as loaded into WINGS.

1.8.5.6. Other school activities in which cadets participated, including collaborations with other school clubs/organizations within the current academic year.

1.8.5.7. The Cadet Unit Mission Brief is a "living" document/briefing that is kept up-to-date, ready to be presented (when appropriate) by cadets to highlight program goals, activities, and accomplishments during the formal UA or at school/district meetings. Units are encouraged to include pictures of their activities, but only those that have occurred since the previous formal UA. Once the cadets have rehearsed their briefing, instructors may want to roleplay as the evaluator and have cadet leaders' field various questions. Cadets may consider delivering the unit mission brief to their school's administration team and/or counselors as practice for the formal UA.

1.8.5.8. The briefing should be planned for 45 minutes to an hour to include time for questions/answers and coaching.

1.8.6. Mass Formation: The formal UA includes the mass formation of all enrolled cadets. Units must coordinate with school administrators to ensure all cadets are released for this event. The mass formation allows the evaluator to conduct an open ranks inspection, assessing overall morale, unit culture, uniform compliance, and grooming standards. This setting also provides a platform for the evaluator to present the Top Performer ribbons and certificates and to interact with the Cadet Corps on behalf of the HQ AFJROTC Director. To ensure success, instructors should condition cadets to stand in formation for extended periods leading up to the UA.

1.8.7. 30-Command Drill Sequence: The mass formation also provides the evaluator an opportunity to observe the 30-command drill sequence, led and performed by second-year cadets. The drill flight must consist of a minimum of 10 cadets (9 in formation plus 1 commander) and a maximum of 13 cadets (12 in formation plus 1 commander). If a unit lacks the required number of second-years cadets, they may include first-year cadets after

coordinating with the evaluator. Cadets should practice the sequence in the actual assessment area to ensure adequate preparation. Considerations should be made for an indoor location to perform the 30-command drill sequence when the weather and/or temperatures are not suitable for execution outdoors. Utilize the 30-Command Drill Sequence Pamphlet and review sample video in WINGS | Published Files | JROTC | 5. JRX-Program Development Div | LDRs | Drill | 30-Command Sequence for further guidance.

1.8.8. Color Guard Demonstration: The evaluator will observe the unit's Color Guard Team demonstrate the presentation of the Colors to show proficiency in one of the most visible components of our program. The team will consist of four cadets from any year group. The senior ranking cadet will choose one of two basic routines for the team to execute.

1.8.8.1. Routine 1: Present the Colors at a football or basketball type of event by "entering four-abreast" presenting the Colors to the spectators, then exit the area.

1.8.8.2. Routine 2: Present the Colors at an indoor type of event by "entering in-line" from the left side of the stage with the National Colors leading the way, presenting the Colors to the audience, then exit the area.

1.8.8.3. The Color Guard will be assessed on proper wear of the equipment, positioning of the flags and rifles when formed abreast or in-line, commands given, execution of drill movements both stationary and moving, hand and arm placement on poles, harnesses and rifles, marching tempo/rate, sharpness, and snap. Utilize the AFJROTC Color Guard Pamphlet along with sample videos in WINGS | Published Files | JROTC | 5. JRX-Program Development Div | LDRs | Drill | Color Guard for further guidance.

NOTE: The Color Guard team will NOT need to demonstrate uncasing/casing the Colors or any other competition-level sequence during the annual UA.

1.9. Cadet Corps Organization

1.9.1. A unit's organizational structure should be commensurate with the number of cadets enrolled. Units with 250 or fewer cadets are organized as a Cadet Group, while those with 251 or more are organized as a Cadet Wing. However, units may deviate from these criteria to ensure operational efficiency. For example, units with fewer than 175 cadets may find a smaller structure, such as a Cadet Squadron, more effective for managing their program and maintaining a clear chain of command.

1.9.2. A Cadet Wing is comprised of two or more Cadet Groups. A Cadet Group is comprised of two or more Cadet Squadrons. A Cadet Squadron is comprised of two or more Cadet Flights. A Cadet Flight is comprised of two or more elements. Elements should consist of three or more cadets (including an element leader).

1.9.3. The organizational structure should reflect the actual functions of the Cadet Corps, with command, staff, and rank identified. The functional organization can be in any logical form consistent with Air Force organizational principles. Each unit may add appropriate positions within the Cadet Corps organization as required.

1.9.4. Job descriptions must align directly with Cadet Corps positions, using titles and office symbols that conform to standard Air Force nomenclature. Each unit should maintain an operational organizational chart that clearly defines the unit structure and chain of command. To ensure transparency, units must publish details regarding these operational and functional areas in official guidance such as the Cadet Guide, Operating Instructions, or Policy Letters for all cadets to review.

1.9.5. The SASI holds the final approval authority for the selection of the Cadet Corps Commander. Once appointed, the Cadet Commander should provide significant input regarding the selection of the Cadet Staff. While these cadet inputs are vital for leadership development, they serve as formal recommendations for the instructors' final consideration and approval.

1.10. CADET RANK AND ROTATION

1.10.1. Careful consideration should be given to the strengths and shortcomings of individual cadets when assigning them to positions to ensure they gain the greatest leadership benefits. Promotions are a motivational tool but may become limited if rank structure is not managed properly. Avoid promoting cadets to the maximum authorized rank too quickly to ensure proper progression and promotion opportunities. For new units, limiting rank during foundational years is essential for sustainable organizational growth.

1.10.2. The “Cadet” title and a “C/” abbreviation must precede all references to cadet ranks (i.e., Cadet Staff Sergeant and C/SSgt).

1.10.3. All cadets may be assigned a permanent grade commensurate with the number of AFJROTC years satisfactorily completed. For example:

1.10.3.1. Permanent grade for 1st-year cadet is Cadet Airman (C/Amn).

1.10.3.2. Permanent grade for 2nd-year cadet is Cadet Airman First Class (C/A1C).

1.10.3.3. Permanent grade for 3rd-year cadet is Cadet Senior Airman (C/SrA).

1.10.3.4. Permanent grade for 4th-year cadet is Cadet Staff Sergeant (C/SSgt).

1.10.4. Permanent grades may be awarded during the second semester of each year. Retention of these grades is contingent upon satisfactory performance and behavior, as determined by the AFJROTC instructors. Permanent officer status may be awarded to cadets who hold officer positions for two or more grading periods. Exceptions are authorized at the instructor's discretion and must align with published unit guidance, such as the Cadet Guide, Operating Instructions, or Policy Letters.

1.10.5. Cadets may be assigned a temporary grade based on their specific leadership position. This dual-grade system is an optional administrative tool designed to facilitate the rotation of responsibility and prevent imbalances in the unit's grade structure. Upon completion of their duties, cadets serving in a temporary capacity may revert to

their permanent grade. At the instructor's discretion, cadets in their final term of AFJROTC may retain the highest rank they achieved, regardless of their current course level.

FOREWORD

This Operational Supplement (Ops Sup) expands upon the definitions and directions in AFJROTCI 36-2010, para 7.8., which remains the primary reference for all Curriculum in Action (CIA) requirements. It is also intended to assist instructors and cadets in the planning, organization, and execution of CIA events by providing streamlined guidance on the following:

- Details instructor and cadet responsibilities involved in planning a CIA trip, to include chaperone utilization, funding guidance, and cadet attire/grooming.
- Offers suggestions for places to visit.
- Includes a planning checklist (if needed).
- Directs instructors to familiarize themselves with the definition, intent, and policies governing CIA events as outlined in AFJROTCI 36-2010, para 7.8. and the Operational Supplement, Chapter 8 Finance Guide.

2.1. CIA Trip Initial Planning

2.1.1. Planning. The cadet leadership team should perform the planning and execution of the trip to show true cadet ownership. Ensure CIA trips are carefully planned several months in advance to ensure everything is covered. If possible, plan the trips before the school year begins and make changes, as necessary (see checklist within this supplement). Instructors should supervise all cadet CIA planning, actions, and activities.

2.1.2. Chaperones. Units will follow school district guidance to approve chaperones for local, after school, or weekend activities. These chaperones must be authorized by the school in writing, with the school assuming full liability for their conduct. Additionally, when an event relies solely on non-instructor chaperones, those chaperones are required to acknowledge the prohibited activities listed in Section 7 of DD Form 3200. Reference AFJROTCI 36-2010, paragraphs 7.9 through 7.9.2. for further guidance.

NOTE: A certified instructor must be present for all overnight trips.

2.1.3. Approval. Some school districts may require all field trips to be approved by a board or committee. It is important to know who can approve CIA trips and to get the plans to the decision makers in a timely manner. Make sure you know your school's processes.

2.1.4. Overnight Trip. If you are planning an overnight or an out-of-state trip, you might have to include the following items with your initial request:

2.1.4.1. Travel Arrangements: All transportation and lodging details.

2.1.4.2. Detailed Itinerary: A full daily schedule of activities.

2.1.4.3. Rosters: A complete list of cadets, chaperones, and instructors (overnight trip must have a certified instructor present).

2.1.4.4. Academic Value: A summary of how the trip supports the curriculum.

2.1.4.5. Parent Consent Forms: All required field trip forms

2.1.4.6. Insurance Forms: Insurance information (if needed)

2.1.4.7. Medical Forms: Medical information on cadets.

2.1.4.8. Communication Plan: Contact information for reaching cadets and parents.

2.1.5. Absence from Class. CIA trips may also require cadets to be absent from other classes. A request for cadet absence from classes may need to be filed well in advance with the attendance office and/or other teachers.

2.1.6. Attire. Instructors will determine the required uniform or attire and ensure all grooming standards are met according to AFJROTCI 36-2010, para 6.5.3.4. through 6.5.3.7. and Operational Supplement, Chapter 7 Uniforms and Awards.

2.2. CIA Funding

2.2.1. Instructors must review the unit's fiscal year budget during the planning phase, before committing funds, and again when paying the bills to ensure there are enough funds to cover expenses and the correct Line of Accounting is used.

2.2.2. Requesting use of AF funds (via credit card or reimbursement) must conform to the requirements covered in AFJROTC 36-2010, Operational Supplement, Chapter 8 Finance Guide, this Supplement, and any other HQ policies.

2.2.3. HQ AFJROTC will provide unit O&M and MILPER funding based on the active cadet enrollment reported during the Program Status Report (PSR). Units will utilize their unit funding to offset the cost of CIA trips, as allowed in the Operational Supplement, Chapter 8 Finance Guide. If additional funds are needed, there are several ways of meeting the need.

2.2.3.1. Cadets may earn additional money through fundraisers. Fundraising activities must be planned and conducted according to applicable district policies. Auxiliary funds management is covered in AFJROTCI 36-2010.

2.2.3.2. Additional funding support means can include:

2.2.3.2.1. Businesses/Organizations in the local area may sponsor your unit.

2.2.3.2.2. Cadets and parents may be asked to offset some of the costs.

2.2.3.2.3. The school may maintain an activity fund that sets aside funds for field trips.

2.2.3.2.4. Instructors may ask their Regional Director for any discretionary funds if available.

2.2.4. Funding streams for competition events adhere to the same regulatory requirements as CIA trips. Instructors are reminded that because program funds are limited, priority must be given to executing the minimum number of CIA trips required by AFJROTCI 36-2010, para 7.8.1.

2.2.5. The matrix below explains the funding streams associated with CIA trips.

	CADETS	INSTRUCTORS	CHAPERONES	DRIVERS
Transportation	O&M	O&M	See NOTE 1	See NOTE 2
Lodging	O&M	O&M	Non-AF Funds	Non-AF Funds
Meals	MILPER	Non-AF Funds	Non-AF Funds	Non-AF Funds
Entry Fees	O&M (See NOTE 3)	O&M	Non-AF Funds	Non-AF Funds

NOTE 1: It is acceptable for chaperones to travel in the same vehicle as cadets when Operations and Maintenance (O&M) funds are utilized for transportation. However, this is permitted only if the inclusion of chaperones incurs no additional costs to the program.

NOTE 2: Drivers who are paid as a mandatory part of the vehicle fee are acceptable when O&M is used to pay for transportation.

NOTE 3: Entry fees are only allowed per Operational Supplement, Chapter 8 Finance Guide, AFJROTCI 36-2010, or those specifically approved by the HQ or Regional Director.

2.3. The CIA Trip

2.3.1. Every city and state offers unique opportunities for CIA trips; instructors are encouraged to collaborate with fellow teachers and instructors to identify high-quality local destinations. The following list provides a selection of ideas to assist in the planning process:

2.3.1.1. Visit Military Installations. Under the supervision of a Senior Aerospace Science Instructor (SASI) or Aerospace Science Instructor (ASI), cadets are authorized to visit military installations. Units should coordinate these visits directly with the local installation, utilizing the Public Affairs and Protocol offices as primary points of contact to facilitate the request.

2.3.1.1.1. Consulting www.militaryliving.com provides access to a directory of contact information and locations for military installations across the United States and internationally. This resource is frequently used to find information on military lodging options available at various travel and tourist destinations worldwide.

2.3.1.1.2. Website www.militaryonesource.mil provides extensive resources for military members and their families, including a wealth of information that can be

leveraged when planning CIA trips.

2.3.1.1.3. Dining at a military facility is an excellent opportunity for cadets. They are authorized to use these facilities and should be exempt from paying surcharges. To ensure this benefit is applied correctly, instructors should coordinate in advance with Public Affairs, the Protocol Office, or the Force Support Squadron.

2.3.1.2. Utilize internet search engines such as Google, Bing, or Ask.com to identify museums, planetariums, observatories, and scientific projects in your school's vicinity. Simply enter your specific query into the search field; for example, typing “museums in Georgia” will provide a comprehensive list of locations within that state.

2.3.1.3. Explore local historical sites and parks to enhance the cadet experience. The official state website, [www.\[state\].gov](http://www.[state].gov) (using the two-letter postal abbreviation, such as www.al.gov for Alabama), serves as an excellent starting point for discovering significant travel destinations within your state.

2.3.1.4. Invited events held on a unit/school campus do not qualify as CIA trips. Similarly, Leadership Development Requirement (LDR) and community service activities conducted on or off campus do not meet the criteria for a CIA designation.

2.4. Cadet Orientation Flight Program

2.4.1. The Cadet Orientation Flight Program offers all AFJROTC cadets hands-on introductory flights in general aviation. These flights are provided by Civil Air Patrol (CAP).

2.4.2. AFJROTC units should visit the CAP website at www.gocivilairpatrol.com for details or contact their local CAP Wing Director of Operations to arrange dates and times.

2.5. CIA CHECKLIST

2.5.1. Research and select a curriculum-related destination 2 to 5 months in advance and secure all necessary school board and HQ funding approvals.

2.5.2. Deconflict the trip dates with school testing and holidays while tasking cadet leaders with drafting the formal itinerary.

2.5.3. Verify that all participating cadets meet academic, conduct standards, and collect all required parental permission forms to fulfill the mandatory annual CIA requirement.

2.5.4. Reference Attachment 1 of this Operational Supplement for a planning checklist.
NOTE: This is a guide only and may not cover all specific requirements.

ATTACHMENT 1

CIA TRIP CHECKLIST

2 to 5 MONTHS PRIOR TO TRIP DATE	
	Check unit funding available in WINGS. Stay within budget!
	Get school tax ID number to use throughout
	Check with school or district to ensure trip does not occur during school mandatory attendance days, either for teachers or students
VENUE ARRANGEMENTS	
	Point of contact name:
	Availability dates:
	Street addresses:
	Admission price:
	Is a deposit required? If so, how much?
	Is the deposit refundable?
	Last day event can be canceled without penalty:
	Entrance fees Contact Regional Director for approval:
	Food availability at venue:
	Is a deposit required for food? If yes, how much?
	Is the deposit refundable?
	Last day food can be canceled without penalty:
	Medical facility at or nearest to the venue:
	Phone numbers for medical facility:
	Procure first-aid kit:
TRANSPORTATION ARRANGMENTS	
	Who will provide transportation? School District or Air Force (AF)?
	If AF, load request in WINGS (30 days prior to departure date) for TMO quote.
	Is a driver needed? If yes, who will pay for the driver?
	Point of contact at transportation company:
	Phone number for transportation company:

	What will transportation cost?
	What time will the transportation arrive?
	What location will the transportation pick up the cadets?

****LODGING ARRANGEMENTS****

	Reservations confirmation number:
	Point of contact name for reservations:
	Name of hotel:
	Phone number:
	Street addresses:
	Arrive date:
	Departure date:
	Check-in time
	Check-out time:
	How many rooms will be needed?
	What will lodging cost?
	NOTE: Rooms for chaperones and drivers are NOT funded by HQ AFJROTC
	Is a deposit required? If so, how much?
	Is the deposit refundable?
	Last day reservations can be canceled without penalty:
	How close is hotel to CIA venue:
	Will you require additional transportation to the CIA venue?

****MEAL ARRANGMENTS****

	Point of contact name for restaurants:
	Name of restaurants:
	Phone numbers:
	Street addresses:
	Arrive dates:
	Arrive times:
	Total number of meals needed:
	Total cost:

	Load request in WINGS (30 days prior to departure date) for pre-approval!
SAFETY& WELFARE	
	Perform a risk analysis of all planned activities on the trip.
	Determine/Assess the potential for injury or loss in all activities planned.
	Plan actions to mitigate potentially hazardous activities.
2 WEEKS PRIOR TO TRIP DATE	
	Collect funds from students (if applicable).
	Turn-in collected funds to school bookkeeper (if applicable).
	Ensure the school has scheduled a substitute teacher or arrange for cadets not attending the CIA trip.
	Hand out parent/guardian permission slips for trip if not already done. NOTE: Some units elect to do this at the beginning of the academic year for all proposed field trips. If you do it this way, do not forget to give one to the new cadets who enrolled afterwards)
	Hand out medical forms if not already done. NOTE: Some units elect to do this at the beginning of the academic year for all proposed field trips. If you do it this way, do not forget to give one to the new cadets who enrolled afterwards)
	Hand out Teacher Permission Slips if not already done (if applicable).
1 WEEK PRIOR TO TRIP DATE	
	Confirm the venue.
	Confirm transportation (including pick-up and drop-off points).
	Confirm with chaperones.
	Confirm substitutes or arrangements for cadets not traveling.
	Collect parent/guardian permission slips.
	Collect medical forms.
	Collect teacher permission slips.
	Any cadet who receives a referral for discipline (anywhere in the school) should be ineligible for the trip.
	Provide the office with a list of the names (field trip roster) of cadet traveling: Cadets Chaperones Instructors.
	Have the cadet leadership organize the cadets going on the trip by flights + elements and make them responsible for taking roll after each stop enroute or prior to each activity. They will also be responsible for the discipline in their group.

	Finalize room assignments (if the trip is overnight).
	Place an experienced, trustworthy cadet in each room to act as Room Chief, responsible for the discipline of the undergraduates assigned to his/her room.
	Finalize your formal daily itinerary for the trip (this should be done by the cadet leadership). It should be type-written and available to all chaperones and cadet leaders.
	Ensure there is at least one instructor or chaperone for every fifteen (15) cadets.
	Review school/district rules for field trips and cadet conduct.
	Make the cadet leadership responsible for discipline on the trip. Hold them accountable for the behavior of the entire group.
	Establish a plan for handling cadets who might misbehave (when sending them home, how to get them there, who will travel with them if necessary).

THE DAY OF THE TRIP

	Update the field trip roster if necessary and give changes to the front office: Cadets Chaperones Instructors (1 adult per 15 cadets, female chaperone for females).
	Make last minute contact with POCs at venues, hotels, restaurants.
	Make a final field trip roster (including cell phone numbers next to names).
	If this is an overnight field trip, consider having cadets bring their overnight bags to the unit the day before and inspect them for proper clothing and contraband. Have a female inspect the girls' overnight bags.
	Look for alcohol in shampoo bottles, soft drinks, and juices.
	Talk about the CIA trip during class. Review school behavior expectations.
	Ensure cadets understand that school rules must be strictly followed.
	If school expectations do not include rules for public display of affection (PDA), ensure each cadet knows that PDA is forbidden.
	Ensure cadets and chaperones know that smoking, alcohol, and non-prescription drugs are strictly forbidden.
	Conduct a pre-departure briefing with emphasis on safety.

DURING THE TRIP

	Prior to each activity, it reminds all concerned of safety considerations.
	Assign chaperones to groups of cadets.
	Cadets are never to be alone and must always travel in pairs (boys with boys; girls with girls or in a group of boys and girls).
	Ensure cadets are hydrated (take plenty of water).

	Ensure cadets eat breakfast and continue to eat well during the rest of the day (watch for cadets who might be dieting).
	Take attendance at the beginning and end of the trip and each time the bus is boarded.
	Take attendance every morning and evening during the trip.
	Ensure cadets behave properly at all times.
	Watch the time and stick to your schedule.
	Stay connected with the school and parents.
	If the trip is overnight, ensure cadets know boys are not allowed in girls' rooms and girls are not allowed in boys' rooms.
	When possible, put girls on one floor and boys on another.
	Consider taping cadets in their rooms after curfew.

AFTER THE TRIP

	Have cadets call their parents/guardians 1 hour prior to arrival at the school.
	Ensure at least one chaperone remains with you until you leave the school. They might need to take a cadet home that has been stranded. School rules usually do not allow teachers to give students rides home. Consider asking cadet leaders to do a lessons-learned or after-action report.
	Keep and maintain your permission slips!

FOREWORD

This Operational Supplement (Ops Sup) establishes policies, procedures, and responsibilities for the management of AFJROTC logistics operations. It provides guidance to instructors on proper ordering, procurement, accountability, and tracking of uniforms, equipment, and other authorized items through approved systems and mandatory sources. Compliance with these procedures ensures standardization, fiscal responsibility, and adherence to the Department of War, Air Force, and AFJROTC directives.

3.1. Ordering Uniforms.

3.1.1. WINGS is the authorized ordering and inventory management system for AFJROTC uniform items. Units will submit uniform requirements through WINGS using individual sizes and quantities and maintain records in accordance with HQ AFJROTC guidance.

3.1.2. Units will maintain accurate inventory records for accountable uniform items in WINGS in accordance with HQ AFJROTC accountability requirements. Accountability standards, management requirements, and accountable uniform items are identified in AFJROTCI 36-2010, Chapter 4, Equipment Management, paragraph 4.92, and Table 4.1. Non-accountable items may be tracked at the unit's discretion.

3.1.3. Defense Logistics Agency (DLA)/FEDMALL is the mandatory source of supply for all authorized AFJROTC uniform items and accessories available through the DLA supply system. Units will not locally purchase items normally available through DLA/FEDMALL unless authorized in accordance with the uniform waiver procedures outlined in paragraph 3.2 and AFJROTCI 36-2010, paragraph 4.9.3.

3.1.4. Uniform items and accessories that cannot be obtained through DLA/FEDMALL due to item unavailability, unavailable sizes, extended backorder conditions, or approved waiver conditions may be purchased locally only after verification and approval through the Uniform Waiver Process.

3.2. Uniform Purchase Waivers.

3.2.1. DLA is the mandatory source for all uniforms and accessories for AFJROTC. Units must obtain a Uniform Purchase Waiver prior to purchasing any uniform item outside of DLA.

3.2.2. Units shall not assume that a uniform item is unavailable through DLA solely because it does not appear in WINGS. If an item cannot be found in WINGS, units must contact HQ AFJROTC Logistics to verify availability prior to making any local purchase.

3.2.3. Uniform Purchase Waivers may be requested under the following conditions:

3.2.3.1. The item is available through DLA but is backordered with an Estimated Ship Date (ESD) of 60 days or more, and the item is required to meet mission needs.

3.2.3.2. The item is confirmed by HQ AFJROTC Logistics as not available through DLA supply channels.

3.2.4. Backorder status alone does not justify local purchase. Units must consider mission requirements when requesting a waiver. If the item is not required for immediate use, units shall allow sufficient time for fulfillment through DLA rather than requesting a waiver.

3.2.5. The cost of locally purchased items must not exceed the FEDMALL price.

3.2.6. Uniform Purchase Waivers are not retroactive. Requests submitted after a purchase has been made will be denied.

3.2.7. Failure to verify DLA availability and obtain required waiver approval prior to purchase may result in unauthorized purchases and non-reimbursement of funds.

3.2.8. Units must follow the official Uniform Purchase Waiver Request Process prior to submitting any waiver request. Waiver requests submitted without proper documentation or prior DLA action will be denied. At a minimum, units shall:

3.2.8.1. Submit the uniform order through DLA in WINGS.

3.2.8.2. Contact DLA Customer Support and obtain order status using the requisition number.

3.2.8.3. Verify the item is backordered with an ESD of 60 days or more or reflects a canceled/rejected status.

3.2.8.4. Complete the waiver request form with required documentation, including DLA status and vendor quote.

3.2.8.5. Obtain required coordination and approval prior to purchase.

3.2.9. All items must be U.S.-made and meet approved uniform shade requirements. Vendor compliance will be verified.

3.2.10. Waiver requests are considered a last resort and will only be approved when DLA cannot meet operational requirements. Units shall not make any purchase until waiver approval is received from HQ AFJROTC Logistics. Complete waiver instructions and forms are available in WINGS | Published Files | JROTC | 6. Forms.

3.3. Order Status.

3.3.1. It is the unit's responsibility to monitor the status of all orders. Units must contact DLA Customer Support at dlacontactcenter@dla.mil and provide the requisition number (beginning with "FG3037") when requesting status updates. Requisition numbers may be copied directly from WINGS. The requisition number is a unique identifier assigned to each order and is required for DLA to locate the request. Requests submitted without a valid requisition number may not be processed. Units must contact DLA prior to contacting HQ AFJROTC Logistics for order status inquiries. If DLA is unable to resolve the issue, units may forward DLA's response to HQ AFJROTC Logistics at jrotc.jrs.logistics@au.af.edu for further assistance.

3.3.2. WINGS does not reflect DLA system data and will not display items available through DLA. WINGS is used for AFJROTC equipment ordering and management and cannot be used to determine DLA item availability or order status.

3.3.3. Common DLA status codes include:

- SS Item has been shipped.
- BA Item is being processed for release and shipment.
- BB Item is backordered.
- CA Rejected (Canceled).
- CQ Rejected by the owning service.
- CJ Canceled.
- CE Canceled/Error; item was canceled due to an incorrect unit-of-issue code.
- BD Order delayed pending authorization checks. Limited stock is allocated to higher-priority requisitions first.

NOTE: An Estimated Shipping Date (ESD) should be reflected on all orders when available.

3.3.4. Units must not take corrective action on canceled or rejected orders without first contacting HQ AFJROTC Logistics for guidance.

3.4. Special Measurement Uniforms.

3.4.1. WINGS provides standard sizing for most uniform items; however, special measurement items may be required in certain cases.

3.4.2. Special measurement items must be requested in WINGS using items identified as "Special Measurement." Units are responsible for obtaining the applicable special sizing form, DD Form 358 (Special Sized Clothing for Men) or DD Form 1111 (Special Sized Clothing for Women), and ensuring all required measurements and supporting documentation are accurately completed and submitted with the request in accordance with official AFJROTC guidance.

3.4.3. Completed forms must be received within 5 duty days of the WINGS order submission, or the order will be cancelled. Units must ensure all required fields on the form are completed prior to submission. Incomplete submissions will be returned without action.

3.4.4. The most current forms and detailed instructions are available in WINGS | Published Files | JROTC | 6. Forms. Outdated forms will be returned without action.

3.4.5. Save the completed form using the following naming convention:

- Unit Number – Special Size Order – Cadet Last Name, First Initial
- Example: AL-20012 Special Size Order Smith A
- Email completed forms to: jrotc.jrs.logistics@au.af.edu

3.5. Credit Card / Reimbursement Items in Inventory.

3.5.1. Any non-consumable item purchased with government funds with a value exceeding \$500 must be recorded in the unit's WINGS inventory.

3.5.2. Items must be entered as Unit Defined Items and marked as Accountable and Returnable.

3.5.3. Replica weapons, sabers/swords, rifles, and archery bows/arrows must be accounted for in WINGS regardless of funding source or ownership. Rifles shall be tracked using the manufacturer's serial number when available. For legacy rifles that do not contain a manufacturer-issued serial number, units will assign a locally generated unique identification number. Sabers/swords and archery bows/arrows do not require serial numbers; however, they must be recorded and maintained in WINGS to ensure accountability, inventory control, and safety.

3.6. Flight Suits.

3.6.1. Flight suits are authorized for cadets enrolled in Aviation Honors Ground School and AFJROTC Honors Senior Project courses meeting curriculum requirements. Flight suits will be purchased using unit FEDMALL funds.

3.6.2. Documentation must be uploaded in WINGS confirming instructor authorization. Requests without documentation will be denied.

3.6.3. Cadets in non-AFJROTC FAA-approved programs may not wear flight suits until exam completion.

3.6.4. Flight Academy cadets will be issued flight suits and do not require unit orders.

3.7. Leadership Development Requirements (LDR) Equipment

3.7.1. Units must request LDR equipment through WINGS. Fulfillment is first-come, first-served based on funding.

3.7.2. LDR equipment is procured annually through established AFJROTC contracts. Units do not expend unit funds for LDR equipment requested and approved through WINGS.

3.7.3. When ordering LDR equipment, units will not exceed maximum quantities outlined in Table 3.1.

3.7.4. All LDR equipment must be ordered, received, and tracked in WINGS.

Table 3.1 Leadership Development Requirements (LDR) Equipment

Wings Item #	Nomenclature	Max Quantity
0000004622	Model Rockets (Package of 12)	15 per year
0000004623	Model Rocket Engines (Package of 24)	15 per year
0000004624	Drone	1 set (5 drones)
0000004625	Drill Rifle	18 each
0000004630	Sporter Class Air Rifle	5 each
0000004631	Sling Swivel/Hand Stop	5 each
0000004632	Shooting Sling	5 each
0000004633	Air Tank	1 per 5 rifles
0000004634	Bi-Pod	5 each
0000004635	Robotics Classroom Starter Kit	2 sets (5 robots each)
0000004636	Robotics Competition Starter Kit	2 each
0000004637	Robotics Competition Super Kit	2 each
0000004638	Anti-Static Field	1 each
0000004639	Portable Field Kit	1 each
0000004640	Game Elements Kit	1 each (per year)
0000004641	Competition Switch	2 each
0000004686	Genesis Compound Bow RH Black	10 each
0000004687	Genesis Compound Bow LH Green	5 each
0000004689	Eternity Target	5 each
0000004690	Arrow Curtain	1 each

0000004691	Bow Repair Kit	1 per year
0000004692	Bow Rack	1 each
0000004693	Floor Quiver	1 set (10 each)
0000004922	Co Drone EDU (JROTC edition)	1 (set of 10 kits)
0000004923	Aerial Drone Competition Field Basics Kit	1 each
0000004924	Aerial Drone Competition Game Elements Kit	1 each
0000004926	VEX AIR Competition Drone Bundle	3 each

Chapter 4: Leadership Development Requirements (LDR) Program Management, Operational Supplement

27 August 2026

FOREWORD

This Operational Supplement (Ops Sup) is an addition to AFJROTCI 36-2010 and is not intended to be used as a standalone document. Instructors should familiarize themselves with the contents of both documents. For more information on specific LDR activities, please visit the WINGS | Published Files | JROTC | JRX-Program Development Div | LDRs.

This Ops Sup will define LDR activities, describe the Tier system, and provide some basic reminders about LDR-related events and how they are tracked in WINGS.

For additional information, please feel free to contact the HQ-LDR Program Management Office via email at jrotc.ldr@au.af.edu.

Content of Examples

Table 1 – LDR Activities and/or Community Service

Table 2 – LDRs by Tiers in WINGS

Figure 1 – Sample of a WINGS Event Entry Form

Figure 4 – LDR Equipment Descriptions Available in WINGS

4.1. LDR Definition. Leadership Development Requirement (LDR) activities are a vital component of any successful Air Force Junior ROTC (AFJROTC) program and may be integrated into unit operations. For more information, refer to AFJROTCI 36-2010, paragraphs 7.6.3.1 and 13.5. LDR activities do not include CIA trips but may encompass community service, such as a Color Guard presenting the Colors or teams serving the community.

4.1.1. Instructors should closely monitor WINGS "Events" entered by cadets to ensure each entry is thorough and accurate. Please provide a detailed description of the event for each LDR entered in WINGS. LDR activities are AFJROTC-sponsored and school-approved **teams and/or planning committees of cadets** that normally operate outside classroom hours (before school/after school).

4.1.2. Operation and supervision of LDR activities.

4.1.2.1. Shared responsibility between the SASI and ASI(s). Follow guidance laid out in AFJROTCI 36-2010, para 7.6.3.1.

4.1.2.2. Non-Instructor Chaperones: Units will follow the guidance laid out in AFJROTCI 36-2010, para 7.9. - 7.9.2.

4.2. In-Class LDR Activities. Some LDR activities may be incorporated into regular classroom instruction. The LDR activities listed below are authorized to be integrated in the classroom in addition to the curriculum currently being taught. Units may not substitute other LDRs in place of the five LDRs listed below.

- Robotics – AS-600 (43 hours)
- Drones – AS-605 (30 hours)
- Marksmanship – WE-600 (30 hours)
NOTE: Archery will not be substituted for Marksmanship.
- Rocketry – AS-610 (40 hours)
- Drill – LE-600 (20 hours)

4.2.1. For these five LDRs, you may adjust your AS and LE ratios as you see fit, maintaining a minimum of 20% in each area (60%) maximum. Additionally, you must maintain 20% in Wellness. AS and LE ratio examples:

- Example 1 – 40% AS (new LDR content) - Robotics (AS-600)/Drones (AS-605)/Rocketry (AS-610)/Marksmanship (WE-600), 40% LE studies, 20% Wellness.
- Example 2 – 20% AS (new LDR content) - Marksmanship (WE-600), 20% AS studies, 40% LE studies, 20% Wellness.
- Example 3 – 20% AS (new LDR content) - Drill (LE-600), 20% AS studies, 40% LE studies, 20% Wellness.

4.2.2. Units should offer a sufficient variety of LDR activities (teams and/or planning committees) to attract maximum cadet participation. Teams are groups of cadets that meet on a regular or recurring basis to practice or participate in team-related activities, events, and/or competitions. Examples include, but are not limited to, Drill teams, Orienteering teams, Raiders/Fitness teams, Color Guard teams, Marksmanship teams, Saber teams, Robotics teams, Drone teams, Remote Controlled (RC) airplane teams, Awareness Presentation Teams, etc. Planning Committees are groups of cadets that work together to plan special events such as military balls, parades, award ceremonies, etc.

4.2.3. LDR activities are distinctly different than other unit activities/events. They generally represent smaller groups of cadets versus the entire cadet corps. Furthermore, LDR activities may or may not include community service (CS) hours.

4.2.4. The table below provides examples of cadet activities that are considered LDR activities.

Table 1. LDR Activities and/or Community Service.

Cadet Activity	LDR Credit	Comm Service Credit
Participating in a Bataan Death March ¹	No	Yes ²
Marching in a Veterans Day parade	No	Yes
Color Guard Team marching in a parade	Yes	Yes
Drill Team marching in a parade	Yes	Yes
Attending a military ball, dining-in/out, commander's call, or awards ceremony	No	No
Planning committee for a military ball, dining-in/out, or awards ceremony	Yes	No
Saber Team performing at a military ball	Yes	No
Attending a unit potluck or picnic	No	No
Conducting or participating in a unit/cadet staff meeting	No	No
Attending a CIA trip	No	No
Completing a Civil Air Patrol orientation ride	No	No
Practicing on the flight simulator ³	No ³	No
Participating in Remote Controlled Aircraft activities before/after school.	Yes	No
NOTE 1: May also constitute a CIA event if a historical lesson is provided <u>during</u> the event. NOTE 2: Community service credit may be earned if incorporated <u>with</u> the event. NOTE 3: Unless part of an after-school team meets on a recurring basis for the purpose of exploring aviation.		

4.3. LDR Equipment. Equipment ordering modules, to obtain LDR equipment, may periodically be available for contract purchase by HQ AFJROTC. Information on ordering will be provided to units from the HQ-LDR Program Management Office and HQ-JRS Logistics. Most often these modules will be opened to establish that a bona fide need exists prior to the equipment being ordered. Instructors should monitor the ordering module and should not promise/guarantee capability (to students, school officials, etc.) until equipment is received at the unit.

4.4. LDR Tier System. LDR activities are subdivided into Tiers. The following paragraphs explain each Tier, along with examples. Figure 1 depicts the Tier system and the LDR activities

within the WINGS Events module, including an “Other” field for unit-specific LDR activities not listed. If you have questions or suggested changes, please contact your Regional Director.

4.4.1. Tier I (STEM Based): Any LDR that has a Science, Technology, Engineering, Mathematics (STEM) or academia-related base AND has a STEM competitive partnership that may include national-level competition opportunities, i.e., REC Foundation, College Options Foundation, and American Rocketry Challenge.

4.4.2. Tier II (Activity Based): Any LDR that may or may not have a STEM or academia-related base but does have an outside partnership and/or local level or above competition opportunity. Examples include Archery, Color Guard, Kitty Hawk Honor Society (KHHS), Marksmanship, Orienteering, Raiders/Fitness Team, and Drill Team (armed or unarmed).

4.4.3. Tier III (Unit Based): Any LDR that occurs at the local level only and primarily benefits the cadet corps, school and/or local community. Examples are Awareness Presentation Team, Chorus, Flag Detail (raising/lowering flag and other flag-related activities), Green Team (environmental and beautification efforts), Honor Guard, Model Building Team, Morale Team, Other (unit-specific LDR activities not listed) Planning Committee, Saber Team, Spirit Squad, Sports Team, and Tutoring (not KHHS).

Table 2. LDRs by Tiers in WINGS (Total of 31 LDRs)

Tier I - STEM Based	Tier II - Activity Based	Tier III - Unit Based
Astronomy	Archery	Awareness Presentation Team
CyberPatriot	Armed Drill Team	Chorus
Flight Simulator	Color Guard	Flag Detail (raising/lowering flag and other flag-related activities)
JROTC Leadership & Academic Bowl (JLAB)	Kitty Hawk Honor Society (KHHS)	Green Team (environmental & beautification efforts)
Remote Controlled (RC) Aircraft	Marksmanship	Honor Guard
Robotics	Orienteering	Model Building Team
Rocketry	Raider/Fitness Team	Morale Team
StellarXplorers	Unarmed Drill Team	Other (unit-specific LDR activities not listed)
Unmanned Aircraft Systems (UAS) aka Drones/Multicopter		Planning Committee (does not include unit/cadet staff meetings)
Weather Forecasting		Saber Team
		Spirit Team
		Sports Team
		Tutoring (not KHHS)

4.5. Popular LDR activities.

4.5.1. Archery: Archery is an LDR activity where cadets receive training in archery and the safe handling of a bow and arrow. The first step to starting an Archery Program is to complete a Memorandum of Understanding (MOU); a sample can be found in WINGS | Published Files | JROTC | JRX-Program Development Division | LDRs | Archery. Instructors teaching Archery must complete the in person Basic Archery Instructor (BAI) training and have their BAI certificate on file with CenterShot Blue Archery. Once training is complete, send your BAI Certificate to HQ AFJROTC/LDRs at jrotc.ldr@au.af.edu to ensure it gets filed with CenterShot Blue. For more information about Archery visit <https://www.jrotcarchery.org>.

4.5.2. Awareness Presentation Team (APT): APT is a group of cadets that serve as positive role models and mentors for elementary and middle school students. The APT develops/delivers presentations that address various social issues such as peer pressure, conflict resolution, bullying, sexual issues, domestic violence, drug & alcohol awareness, and gang violence. The APT is not to be used as a recruiting/retention event but can be used in conjunction with a recruiting event.

4.5.3. Color Guard: Color Guard is a distinguished and patriotic team that exemplifies precision drill and proper flag courtesies. Typically, Color Guard members "Present the Colors" during ceremonies, parades, and sporting events. Color Guard teams can also compete during drill competitions. Team members are expected to demonstrate a strong commitment to mastering the Manual of Arms and flag etiquette as outlined in the Air Force and Space Force Junior ROTC Color Guard, Drill and Ceremony Pamphlet.

4.5.4. CyberPatriot: CyberPatriot is the National Youth Cyber Education Program. At the center of CyberPatriot is the National Youth Cyber Defense Competition. The competition puts teams of high school and middle school students in the position of newly hired IT professionals tasked with managing the network of a small company.

4.5.5. Drill Team: Drill teams are often referred to as "leadership labs" due to their emphasis on leadership, discipline, and teamwork. Recognized as the backbone of military instruction, drill teams play a crucial role in the AFJROTC curriculum. Drill teams are typically divided into two categories: Armed and Unarmed Drill. Teams are usually comprised of 9 to 12 members and a commander. Teams develop routines using either regulation drill or exhibition drill movements and may compete at local, Air Force, and national levels.

4.5.5.1. For resources to assist in teaching drill at your unit, you can access various publications, video clips, and other documentation in WINGS | Published Files | JROTC | JRX-Program Development Division | LDRs | Drill.

4.5.5.2. Drill Options.

- 30-Command Drill Sequence
- Armed Regulation
- Color Guard
- Publications

- Saber/Swords

4.5.6. Drones: Three-tier drone program that provides knowledge and experience in flying drones. Tier 1 is the Co-Drone which is very basic with some computer programming for autonomous flights. Tier 2 is the VEX Air Drone, which is very similar to the Co-Drone, but has many other programable features. Tier 3 is the PCS Edventures/Discovery Drone Called Rubi Q. This is our most advanced drone kit which offers both engineering and programming challenges to the cadets. PCS Edventures offers a full curriculum package. Their Tech Support can be reach by email at support@edventures.com or <https://edventures.com/pages/customer-support>. If you have specific trouble shooting questions about the RubiQ drone you can contact <https://rubiq.edventures.com>.

4.5.7. Flag Detail: Flag Detail is one of the most popular LDRs. This activity involves cadets raising and lowering the flag at the school, participating in the unfolding and refolding of a large flag at sports events, conducting flag retirement ceremonies, or other flag-related activities. Cadets involved in these activities are considered part of the Flag Detail team. Team members must be committed to mastering the Manual of Arms and flag etiquette as outlined in the Air Force and Space Force Junior ROTC Color Guard, Drill and Ceremony Pamphlet.

4.5.8. Flight Simulator: A flight simulator LDR must include- academic instruction, SASI/ASI supervision/oversight, curriculum designed and tracked by cadet leaders, and hands-on training on a flight simulator that helps to prepare participating cadets for real-world flight instruction. The unit SASI will certify that the flight simulation program meets the intent of LDRs (planned, organized, executed by cadets; supervised by instructors), before approving the logging of Flight Simulation as an LDR activity.

4.5.9. Honor Guards: Honor Guard members form a highly professional and patriotic team that excels in precision drill and proper flag courtesies. Typically, Honor Guards perform ceremonial duties, including casing and uncasing, presenting, folding, posting, and retiring the colors. Honor Guards often include more than one element such as a Color Guard team, Saber team, greeters, escorts, proffers, etc. Team members must be dedicated to mastering the Manual of Arms and flag etiquette as outlined in the Air Force and Space Force Junior ROTC Color Guard, Drill and Ceremony Pamphlet.

4.5.10. JROTC Leadership & Academic Bowl (JLAB): JLAB is a nationally recognized academic competition created exclusively for JROTC students. By participating, cadets learn the values of citizenship, leadership, academic competition, and college opportunities.

4.5.11. Kitty Hawk Honor Society (KHHS) Program: KHHS is the official National Honor Society of AFJROTC and has three primary objectives:

- Uphold high academic standards
- Promote school and/or community service
- Develop leadership skills.

4.5.11.1. The success of the KHHS program hinges on recruiting active AFJROTC cadets

who are eager to enhance their academic, service, and leadership skills. KHHS cadet members should be highly motivated to achieve their future goals and be regarded as the best and brightest in their AFJROTC unit. KHHS Commanders should collaborate with unit instructors to identify eligible cadets.

4.5.11.2. The following are the minimum eligibility requirements for a cadet to be invited to join the KHHS program:

- Be an active cadet in AFJROTC.
- Be a second, third-, or fourth-year cadet.
- Be in good standing in AFJROTC and in their high school.
- Have no significant disciplinary issues within the last academic year.
- Maintain at least an overall 3.0 GPA in high school and a 4.0 GPA in AFJROTC
- Complete at least 8 hours of community service.
- Demonstrate a desire to further their academic, service, and leadership abilities.

4.5.11.3. For additional information, refer to the Air Force and Space Force Junior ROTC Kitty Hawk Honor Society (KHHS) Guidance and Charter Information posted in WINGS.

4.5.12. Marksmanship Program: Marksmanship is an LDR activity where cadets receive training in marksmanship and the safe handling of an air rifle. Participation is optional and at the discretion of the school administration. Competitions are held to promote training, good sportsmanship, and a high standard of performance in the safe use of an air rifle. Training by CMP is required for all instructors. Additionally, units must have an MOU with the school principal.

4.5.13. Military Model Building: Static modeling is the design and/or building of small model rockets or planes. A static model program can provide cadets with an exciting introduction to concepts of aerospace engineering and design.

4.5.14. Orienteering: Orienteering is a competitive international sport that combines racing with navigation. It is a timed race in which individual parties use a specially created highly detailed map to select routes and navigate through diverse and often unfamiliar terrain and visit control points in sequence. Courses can also be for walking/hiking in the woods, with difficulty levels from beginner to expert.

4.5.15. Planning Committee: Planning committees, as defined earlier, are small groups of cadets that work together to plan, organize, and execute *special* events such as military balls, parades, award ceremonies, etc. Additionally, a planning committee might assist the instructor(s) in setting up a CIA trip. Remember, cadet participation in the special event or CIA trip itself does not count as an LDR activity, only the planning committee's time/effort in planning, organizing, and executing the event or trip. Weekly or regularly occurring staff meetings do not count as Planning Committees.

4.5.16. Raiders/Fitness Team: Raiders and Fitness teams are highly popular athletic competitions within JROTC programs. These events are designed for small groups of physically

fit and mentally tough cadets who compete in various outdoor activities. Ideally, these competitions are held in primitive locations with solid amenities to ensure participant safety. Additionally, these events ensure that all participants are engaged in challenging and diverse activities that promote physical fitness, teamwork, and mental toughness.

4.5.16.1. Raiders is a recognized brand, and events can vary by location and competition. Typical events include personal fitness/strength tests, distance team running, obstacle courses, rescue/first aid challenges, and additional activities may include rope bridge building, land navigation, and mental acuity tests.

4.5.16.2. Fitness Team events also vary depending on the competition. Typical events are personal fitness/strength tests, distance team running, and obstacle courses. All units planning to use obstacle/confidence/ropes courses must follow guidance laid out in AFJROTCI 36-2010, para 7.6.3.5.

4.5.17. Robotics: Robotics involves design, construction, operation, and use of robots in a sports-like competition. During this process, cadets will learn key STEM principles and robotics concepts. At the culmination of this course, they will compete head-to-head against their peers in the classroom, or on the world stage in the VEX Robotics Competition, the largest and fastest growing international robotics competition for high school students.

4.5.18. Rocketry (Aerospace Science STEM Course): Model rocketry is the design, building, and flying of small rockets that are made of paper, plastic, balsa wood, or any other lightweight material. Model rockets constructed in this manner are approved for use by AFJROTC cadets.

4.5.19. Spirit/Morale Teams: Spirit and Morale teams are dedicated to supporting various varsity athletic events, with their primary role being to boost school spirit and energize the crowd. Their activities include performing push-ups after each touchdown, carrying the school's flag or banner to hype up the crowd, and participating in various varsity athletic events to maintain high energy and enthusiasm. Spirit and Morale teams play a vital role in promoting school spirit and creating an exciting atmosphere at athletic events.

4.5.20. Sports Team: Sports teams differ significantly from Raiders and Fitness teams but may include similar components such as fitness, running, and intramural sports. These teams focus primarily on intramural sports, such as volleyball, and may consist of cadets competing in a local unit-sponsored Sports Day. Sports teams ensure that cadets engage in a variety of physical activities, promoting teamwork, fitness, and sportsmanship.

4.5.21. StellarXplorers: StellarXplorers inspires and attracts high school students to pursue studies and careers in STEM-related fields through a challenging, space system design competition involving all aspects of system development and operation with a spacecraft/payload focus.

4.6. WINGS Entries. Instructors should closely monitor WINGS “Events” entries by cadets to ensure each entry is thorough and accurate. LDR activities that do not follow the guidance outlined in AFJROTC 36-2010 and this supplement may be rejected.

NOTE: Events in Planned status are not included in unit totals. Additionally, inaccurate event entries will affect the unit’s total hours and cadet participation rates.

4.6.1. All LDR activities, including practices and committee meetings, will be loaded into WINGS! Loading competitions, practices, and committee meetings into WINGS is important for two reasons. First, it allows headquarters to determine how many units participate in a particular LDR activity. Second, if you do not log practices or committee meetings, how can you show which cadets are participating in that LDR activity?

4.6.2. An LDR event may include LDR Default CS hours. If applicable, enter the Default CS hours box associated with the event. CS hours would be the estimated time spent during the LDR event where cadets are performing community service.

4.6.3. Instructors must validate their proposed LDR events with the definition guidance outlined in paragraph 4.1., of this document to avoid erroneously entering non-LDR events in WINGS | Published Files | JROTC | JRX-Program Development Division | LDRs. WINGS provides additional support documentation on various LDRs, gives answers to frequently asked questions, and offers supplemental and regulatory resources to gain the most benefit for your unit’s LDR activities.

4.6.4. Not every single unit-specific LDR can possibly be listed in WINGS. If you have a Tier III LDR that is unique to your unit, please use the “Other” LDR tab to enter events for those teams. Remember, cadet participation in unit-sponsored events such as military balls, change of commands, commander’s calls, awards banquets, Bataan Death March, CAP flights, etc., are not LDR activities and must not be listed under the “Other” LDR tab.

4.6.5. There are not separate entries for Armed or Unarmed Exhibition Drill Teams. These teams are considered sub sections of the main Drill Team.

Figure 1. Sample of a WINGS Event Entry Form. This form will assist cadets enter information into WINGS properly. Customize this form for your unit's LDR activities.

WINGS Event Entry Form			
Event Title: _____			
Date: _____ Time Start: _____ Time End: _____			
Event Type: ☐ CS ☐ CIA ☐ Competition ☐ Practice ☐ LDR with CS ☐ LDR <u>TIER 1</u> ☐ JLAB ☐ Multicopter ☐ Rocketry <u>TIER 2</u> ☐ Color Guard ☐ Armed Drill Team ☐ Unarmed Drill Team <u>TIER 3</u> ☐ APT ☐ Flag Detail ☐ Planning Committee ☐ Spirit Team ☐ Other: _____			
Default Non-CS Hours: _____ Default CS Hours: _____			
Event Description:			
Cadet Participants:			
Event Cadet POC Signature: _____ Date entered WINGS: _____ Instructor Event Acceptance/Signature: _____			

4.7. LDR Equipment Descriptions Available in WINGS (Contract Items)

4.7.1. Robotics Equipment Available in Wings. The ideal starter order:

- Robotics Classroom Starter Kit
- Anti-Static Field (Tiles)
- Portable Field Kit



4.7.1.1. Level: Introductory. This is an introduction to robotics. Once cadets have mastered the starter (introductory) level kit then you can order more advanced robotics equipment.

4.7.1.1.2. Perfect for any STEM or Computer Science class, students can build and program with this engaging hands-on teaching tool. This robotics kit can be repurposed to teach a variety of lessons ranging from mechanical advantage to computer programming and iterative design. Integrate this solution into your existing curriculum plans or pair it seamlessly with our standards-aligned STEM Labs.

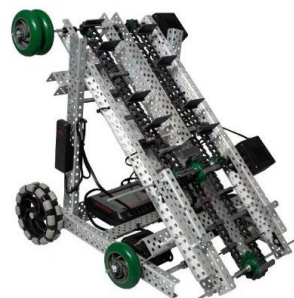
4.7.1.1.3. Description and photo of items in WINGS Robotics Classroom Starter Kit (Max order 1).

- Contains (6) [V5 Classroom Starter Kits](#)
- Includes everything needed to build the V5 Clawbot
- Scalable programming software suite available with VEXcode
- [STEM Labs](#) help develop how students approach critical thinking & problem solving

4.7.1.2. Level Intermediate. Robotics Competition Starter Kit (Max order 2). Take educational robotics to the next level by competing in the [VEX Robotics Competition](#). The only limit to this open-ended building system is your own imagination! The V5

Competition Starter Kit includes a complete V5 control system, aluminum structural elements, and high strength parts so that a team of students can build a bigger, stronger, and faster robot. Works with V5 products and accessories.

- Compete with over 11,000 worldwide VEX Robotics Competition teams
- Lightweight aluminum structure designed specifically for competition
- Scalable programming software suite available with VEXcode



4.7.1.3. Level - Advanced. Robotics Competition Super Kit (Max order 2). The perfect all-in-one kit for any new [VEX Robotics Competition team](#) or an existing team looking to

supercharge their robot. This kit contains everything needed to begin using the [V5 Control System](#), along with a variety of aluminum structural parts to build lighter and faster mechanisms, and the [Vision Sensor](#) to see the competition from a whole new perspective. Works with V5 products and accessories.

- Compete with over 11,000 worldwide VEX Robotics Competition teams
- Build powerful mechanisms with the included high strength gears, sprockets, and shafts
- Scalable programming software suite available with VEXcode



4.7.1.4. The following two items must be ordered together (Max order 1 each)

- Anti-Static Field (Tiles Interlocking 2' x 2' Foam Tiles are used to construct a VEX V5 Competition field. These tiles are resistant to Electrostatic Discharge. 36 Tiles are required for a standard VRC Field. Field perimeter and hardware not included.
- Portable Field Kit. An all new and improved VRC Field Perimeter! Assembles in minutes with a simple snap-together construction.



4.7.1.5. Game Element (Max order 1 per year). Each year for those units that are competing at VEX Robotics event the game changes.

This item should only be ordered if a unit is planning on competing in competitions with VEX Robotics. If you are competing, you will need to order a new game each year. See video of game for 2026/2027 here: [VRD GAR](#)



4.8. DRONE EQUIPMENT AVAILABLE IN WINGS (Contract Items - may change slightly year to year)

4.8.1. CoDrone EDU (JROTC edition) Set of 10 Kits – (Max Order 1)

4.8.1.1. The ideal starter order.

4.8.1.2. Determine the instructor's skill level teaching drones and the cadet's interest before ordering more advanced drone systems.

Only order the Aerial Drone Competition Field Basics and Aerial Drone Competition Game Elements Kits ONLY if you will be competing in REC Foundation sanctioned drone competitions. Probably not needed a unit's first year that are just getting started.

There is a three phased approach to drones for those with LDRs in the Classroom.

- Phase 1 – CoDrones – Introduction (beginner) to Drones
- Phase 2 – VEX Air – Is an Intermediate (novice) level to Drones
- Phase 3 - Discovery Drones, PCS Edventures, Rubi Q, Advanced Level and can help lead your cadets to getting their FAA Part 107 Drone Certification

4.8.2. Robolink EDU CoDrone (Max Order 1)

4.8.2.1. Level Introductory

4.8.2.2. The CoDrone EDU (JROTC edition) was created to meet funding requirements for the Junior Reserve Officers' Training Corps

(JROTC) programs. It's the same drone as the CoDrone EDU, but with specific components sourced from different manufacturers to meet these requirements.



The JROTC edition of the CoDrone EDU was created with inclusiveness in mind, so students in JROTC can also be part of our learning community and participate in the Aerial Drone Competition.

There are 10 individual drone kits that are in each order. What's included in the individual kit:

- 1 CoDrone EDU (JROTC Edition)
- 1 Smart Controller (JROTC Edition)
- 3 Rechargeable Batteries
- 1 Dual Battery Charger with USB-C Cable
- 1 Propeller Removal Tool
- 1 Set of Extra Propellers (2 clockwise, 2 counterclockwise)
- 1 Screwdriver, Extra Screws and Bolts
- 1 QuickStart Guide
- 1 Set of Drone and Controller Labels
- 8 Color Landing Pads

4.8.3. VEX Air Drone (Max Order 3)

4.8.3.1. Level Intermediate

4.8.3.2. The VEX AIR Drone is an advanced educational tool designed to enhance STEM learning by integrating drones into classroom activities and competitions, allowing students and educators to explore robotics, technology, and aeronautics.



It offers versatile mission modules for various functions, an advanced dual-camera system for precise navigation, a touch screen controller with video streaming for live feeds and telemetry data, and a comprehensive sensor array for improved navigation and flight stability.

The drone and its controller are fully programmable using VEXcode Blocks, Switch, Python, and a Microsoft Visual Studio Code extension.

Drone Physical

- **Compliance:** Section 889 Compliant ([more info](#))
- **Size:** 190mm (length) x 220mm (width)
- **Weight:** 249g (Max)
- **Power Source:** 7.4v Lithium Polymer Battery
- **Motors:** Brushless DC
- **Propeller Guards:** Permanent 360 degree propeller duct

Drone Electronics

- **Forward facing camera** – first person flight view.
- **Downward facing camera** – Landing and object detection.
- **Optical Detection:** Color and AprilTags
- **Flight:** Optical position stabilization and navigation.
- **Inertial:** Gyroscope and accelerometer.
- **Altitude:** Bottom rangefinders for up to 5 m altitude.
- **Obstacles:** Forward obstacle detection and avoidance.
- **Connectivity:** Dual Band WiFi, Bluetooth, and USB.
- **Storage:** 2 GB storage for images or video.
- **Firmware Security:** Hardware-enforced firmware verification

Drone Modules

- **Module 1:** Passive object manipulation.
- **Module 2:** Motorized object manipulation.
- **Module 3:** Magnetic object pickup and drop-off.

Controller

- **Controls:** Dual joysticks and configurable buttons.
- **Screen:** 5" LCD Color
- **Video:** Views cameras on screen for first-person flying, landing and alignment.
- **Data:** View telemetry data on screen.
- **Audio:** Speaker for audio feedback.
- **Connectivity:** Dual Band WiFi, Bluetooth, and USB.

Coding

- **Languages:** Graphical blocks and Python.
- **Platforms:** Windows, Mac, Chromebook, Tablet, and Browser.
- **Software:** VEXcode and Microsoft Visual Studio Code

Content

- Drone Curriculum
- Professional development
- Documentation

4.8.4. Discovery Drones, PCS Edventures, Rubi Q (Max order 1 kit)

4.8.4.1. Level Advanced

4.8.4.2. Drones capture stunning aerial photography, save lives in modern day search and rescue missions, collect snot samples from whales for scientific research, inspect vast agricultural landscapes, survey crocodile-infested waters, thrill spectators in FPV racing, bring medical

supplies to war-torn areas and deliver pizzas in New Zealand. The world has fallen in love with them, and we're sure your students will too.



In *Discover Drones*, you will experience the world's fastest-growing technology first-hand. Starting with **collaborative learning** and **scaffolded lessons** in engineering, **iterative design** and applied science, learners begin by building RubiQ, their modular, open-source training drone.

After learning the safety regulations and procedures surrounding unmanned aerial vehicles, cadets will then start with the basics of flight, first becoming comfortable on a training simulator before moving onto line-of-sight piloting. After mastering RubiQ's controls, it's time for cadets to don their First-Person View (FPV) goggles for multiple extensions, experiencing exactly what super-charged **STEM** is like.

Discover Drones utilizes the PCS Edventures cutting-edge curriculum, LABCards. The LABCard approach is intended to provide a tool that enables a more **student-directed experience**. Educators are empowered to provide more facilitation, coaching and mentoring as students work independently and in their own fashion. To keep interest piqued, each card includes a mix of different activities for learners to flow between. From whole group discussions and time for teams to work together on their drone to individual quizzes and flight simulator practice, every LABCard is unique, engaging and downright fun!

Coupled with hands-on, **experiential learning**, *Discover Drones* also utilizes the online educational app, *Droneology*, a fast-paced, interactive online course that prepares pilots of all skill levels for safe and responsible drone entertainment. *Droneology* covers topics of safety, laws and regulations, flight basics and the many uses of drones! This digital course is optimized for use on mobile devices, allowing easy access from phones, tablets or computers, anytime, anywhere.

From learning to build RubiQ to making death-defying aerial maneuvers, *Discover Drones* is the trailblazing educational tool your learning environment needs. Preparing students for the future of UAVs and careers that haven't even been invented, it's time to take flight. Are you ready for high-flying education?

Includes:

- Drones – 5
- FPV Goggle – 5
- Radio Controllers – 5
- Recommended Student Ratio – 5 to 1
- Grades: 7-12
- Contact Hours: 30+

4.8.5. Aerial Drone Competition Field Basics Kit (Max order 1) Changes Yearly.

4.8.5.1. This is the official [Aerial Drone Competition](#) field elements kit. It includes a collection of arches, keyhole gates, landing pads, cubes, and a blackout curtain, reusable every year in the Aerial Drone Competition. Our [CoDrone EDU](#) can be used to participate in the Competition--it's one of the only drones approved for the competition.



This field can also be used for your program's classes, afterschool programs, clubs, and summer camps with your own custom challenges, outside of the competition.

The entire package weighs around 50 lbs (~23 kg).

Includes:

- 1 Red Arch Gate & 1 Extra Red Fabric Arch
- 1 Blue Arch Gate & 1 Extra Blue Fabric Arch
- 1 Blackout Screen
- 1 Yellow Keyhole Gate
- 1 Green Keyhole Gate
- 1 Red Landing Pad
- 1 Blue Landing Pad
- 1 Red Cube – 12"
- 1 Blue Cube – 12"
- 1 Red Cube – 18"
- 1 Blue Cube – 18"
- 2 Water Bags

4.8.6. Aerial Drone Competition Game Elements Kit (Max order 1)

4.8.6.1. This is for units that will compete in an REC Foundation sponsored competition. The game changes each year, and the unit will need to order a new game each year.

4.8.6.2. HQ AFJROTC will order next year's game elements when fielding orders.

4.9. ARCHERY EQUIPMENT AVAILABLE IN WINGS (Contract Items)

4.9.1. [The Genesis compound bow is the official bow of the National Archery in Schools Program \(NASP\).](#) AFJROTC participates in Archery tournaments through CenterShot Archery an affiliate of NASP. The Genesis bow is used in over 13,000 schools by over 2 million youth annually to build focus, determination, and confidence. The Genesis bow features adjustable draw weight (10-20 lbs), a draw length range of 15-30 inches, and a mass weight of 3.5 lbs.

4.9.2. Max Order List. A starter Archery kit for the classroom should be:

- 10 – Genesis* Compound Bow Right-Handed, Black
- 5 – Genesis* Compound Bow Left-Handed, Green
- * Genesis bows are mandated by NASP
- 5 – Eternity Targets
- 1 – Arrow Curtain
- 5 – Bow Repair Kits (you can order 5 each year)
- 1 – Bow Rack
- 1 Set (10 per set) – Floor Quivers

NOTE: Arrows cannot be purchased with Air Force funds.

4.10. MARKSMANSHIP EQUIPMENT AVAILABLE IN WINGS (Contract Items)

4.10.1. The Civilian Marksmanship Program (CMP) is a national organization dedicated to training and educating U.S. citizens in responsible uses of air guns through gun safety training, marksmanship training and competitions.

4.10.2. Max Order List

- 5 – Crosman Challenger Sporter Class Air Rifle (this is subject to change depending on the contract awarded every 5-years)
- 5 – Sling Swivel/Hand Stop
- 5 – Shooting Sling
- 1 – Air Tank
- 5 – Bi-Pod



NOTE: Pellets cannot be purchased with Air Force funds.

FOREWORD

This Operational Supplement (Ops Sup) provides guidance to assist instructors and cadets in the notification, coordination, and management of high-profile events. Such events may significantly affect the safety, well-being, operations, or reputation of the cadets, the unit, the instructors, or the AFJROTC program as a whole. This Ops Sup outlines procedures, responsibilities, and best practices for maintaining program integrity and cadet well-being during such events.

5.1 General. AFJROTC cadets and instructors operate across the United States, in multiple foreign countries, and in a wide range of time zones. It is inevitable that units will occasionally experience high-profile events—whether planned or unplanned. Examples include major accidents or injuries, incidents involving law enforcement, significant media attention, natural disasters affecting the unit, or high-visibility community engagements.

5.2. Notification. Instructors should notify headquarters as soon as possible so HQ can provide support, prepare an appropriate response, and address any inquiries from external agencies. While notifying HQ is not always required, instructors are strongly encouraged to make full use of HQ resources whenever significant events occur.

5.3. High-Profile Events. High-profile events have the potential to garner attention from the local media or press. Social media can greatly amplify, accelerate, and influence the perception of this coverage. Units are encouraged to prudently engage on social media to increase the visibility and profile of our cadets, our units, and their positive impact on the local communities. Instructors must be aware that social media is a great tool but can also become a liability if not properly monitored and managed. It is important for instructors to use social media to reinforce positive stories about AFJROTC, while also addressing any negative or incorrect information about the program that appears on social media.

5.3.1. High-profile events typically fall into the following categories:

5.31.1. Natural Disasters - include hurricanes, earthquakes, tornadoes, etc.

5.3.1.2. VIP visits – include any General Officer, State and Federal Government Officials, distinguished military veterans, etc.

5.3.1.3. Media Coverage – reports/stories about cadets, instructors or the unit through established media outlets including newspapers or television. Coverage can be positive or negative.

5.3.1.4. Severe - injury, hospitalization, death, or criminal arrest of an instructor or cadet.

5.3.2. For high-profile events that you wish to amplify, send a brief description (answer the “who, what, when, where, how, and why” to the maximum extent possible) of the event and some appropriate pictures that are cleared for publishing to jrotc.pa@au.af.edu. HQ/JRXP (HQ “Public Affairs”) will publish this information across official AFJROTC social media pages to increase reach and awareness. Also include your Regional Director (RD) in all communications. It is critical for instructors to ensure that any published pictures comply with local school policy, HQ AFJROTC guidance on uniform wear and grooming, while also ensuring cadet photo release consent is granted in WINGS for cadets in the pictures/photos.

5.3.3. For derogatory or potentially problematic events that may gain a wider audience, please provide as much information as possible to your RD and Regional Supervisor (RS). This must be accomplished in a timely manner. RDs have access to their own and the collective experiences of HQ Staff and may be able to offer insights or alternative courses of action to help deal with many issues. This notification will also help HQ Staff prepare for potential engagement with outside agency inquiries.

5.4. Natural Disasters. Our primary concern during natural disasters is the safety and security of instructors and cadets. This section provides the basics of a natural disaster response. It deals primarily with hurricanes, but can be applied to any natural disaster—earthquake, tornado, flood, wildfire, blizzard, etc. This chapter provides a sample checklist and general guidance. **It is vitally important that we reach you and that you contact us as soon as possible to update your status.**

5.4.1. Secondary only to ensuring the safety and security of instructors and cadets is the protection of Air Force property and the prompt return of the unit to normal operations. Instructors and cadets are encouraged to follow all directions from school, local, state, and federal emergency personnel and make every effort to keep all personnel safe. If time and conditions permit, and without sacrificing safety, attempt to protect AF equipment by properly storing and securing it, elevating it off the floor where possible (flooding), and taking common sense action to preserve it for full use after the natural disaster has passed. Do not sacrifice safety or disregard the directions of local emergency personnel to protect Air Force equipment.

5.4.2. Contact HQ AFJROTC when time and conditions are safely permitted. Instructors should contact their respective RD or RS, HQ Administrative Support (jrotc.jrs.support@au.af.edu) and Instructor Management (jrotc.jri@au.af.edu) and advise them on the following circumstances/conditions.

5.4.2.1. Instructors' contact information: Ensure SASI and ASI cell phone contact information is correct in WINGS to facilitate communication during and after the disaster.

5.4.2.2. School/unit facility: Provide status of the school facility (damaged, condemned)

or change to a different operating location (albeit temporary) and any change in instructor contact information due to change in operating location.

5.4.2.3. Damages: Provide status of Air Force equipment (lost, stolen, damaged, etc.) with an estimated loss/damage assessment as soon as possible after the event. Follow up with formal reporting of loss/damage as soon as practical.

5.5. VIP Visits. This section covers the basics of a unit's response to a visit by a VIP.

5.5.1. Occasionally VIPs will visit units and instructors. The definition of VIP is flexible but typically includes any military General Officers (active duty or retired) or their Civil Service equivalent and any senior civilian official from outside the School District (Mayor, Governor, other elected State or Federal officials).

5.5.2. Instructors should notify HQ prior to VIP visits.

5.5.3. VIP visits are encouraged, as they can offer many benefits for the program. The ability to meet with these leaders, hear their perspectives and insight, and build relationships with them can have a positive impact on the cadets and units. Hosting a VIP can also be a valuable learning experience for cadets.

5.5.4. The specific logistics of VIP visits are determined and arranged by the instructors and school personnel. Instructors are encouraged to arrange a mass formation or meeting, so all cadets have a chance to hear from and interact directly with the VIP.

5.5.5. Instructors and cadets should wear service dress uniform (or the most formal uniform available) for the visit. There is often a "photo op" involved with a visit planned by the VIP or school. Pictures with a VIP, especially those posted on social media outlets, can be widely disseminated and increase the public profile of the unit. While it is important for instructors and cadets to maintain grooming and uniform standards, it is especially important during VIP visits as units want to put their best foot forward. HQ will not publicize pictures with uniform infractions.

5.5.6. After the event, please send a few publishable pictures and a short summary of the event to your RD and to HQ/JRXP (HQ "Public Affairs") at jrotc.pa@au.af.edu. This allows HQ to recognize cadets and units via social media.

5.5.7. Instructors should review the prohibitions in AFJROTCI 36-2010 on political activities or events.

5.5.8. Here is a suggested checklist to help with VIP visits:

5.5.8.1. Advertise the visit on school and unit social media accounts.

5.5.8.2. Plan a Mass Formation or another assembly.

5.5.8.3. Review proper customs, courtesies and uniform requirements with cadet corps.

5.5.8.4. Designate specific cadets or instructors to act as photographers.

5.5.8.5. After the event, develop a short summary and select the best pictures.

5.5.8.6. Scrutinize pictures for adherence to school privacy policies and AFJROTC grooming and uniform standards.

5.5.8.7. Send the pictures and summary to HQ/JRXP (jrotc.pa@au.af.edu) and to local school/press organizations as appropriate.

5.5.8.8. Consider writing a reflective summary of the event to reinforce lessons learned.

5.5.8.9. Save the information for future reference using a cadet historian or other unit procedures.

5.6. Media Coverage. This section covers the basics of a unit approach to media coverage.

5.6.1. Our cadets and units accomplish many significant and notable events every day. Instructors are encouraged to interact with school officials, local media, and other local organizations to recognize cadets and their accomplishments. This recognition is a great way to reward cadets for their hard work, dedication, and accomplishments. It has the additional benefit of raising the profile and awareness of AFJROTC and our mission in the local community and can ultimately lead to better recruiting, retention and support for the unit and its mission.

5.6.2. Instructors are encouraged to invite local press and media outlets to unit activities. Examples include parades, drill meets, Raider Competitions, Bataan Death March, corps-wide community service activities, etc. Units are encouraged to have a cadet Public Affairs Branch that will take pictures, create videos, write articles and submit content (with instructor approval and oversight) to local press outlets or publish them on unit or school social media accounts. It is critical that instructors continually work with school officials to ensure they comply with all school and district privacy policies.

5.6.3. Like VIP visits, instructors are encouraged to submit pictures and videos, along with a short description of the unit event to their RD and HQ/JRXP (HQ “Public Affairs”) at jrotc.pa@au.af.edu soon after it is completed. HQ will review the submissions for clarity and appropriateness, then publish the information on HQ social media sites. Ensure that all submitted content complies with local school privacy policies and AFJROTCI 36-2010.

5.6.4. Occasionally, there may be an event that involves cadets or instructors that could bring negative attention to AFJROTC. These events could range from apparent violations of school or AFJROTC directives to involvement with law enforcement. If it looks like an event will fall in this category, please contact the RD or RS as soon as possible. HQ can offer support, guidance, and potential resources to assist the unit or instructors. This notice will also enable HQ to prepare potential inquiries from outside agencies to include press organizations, elected officials, school officials, or higher military organizations.

5.6.5. Here is a suggested checklist to help with local media coverage:

5.6.5.1. Invite local media to significant upcoming events. This can include local newspapers, television channels, or independent reporters. Make sure you also invite any school or district public affairs personnel.

5.6.5.2. Advertise the event on school and unit social media accounts.

5.6.5.3. Reach out to JROTC PA to request the latest media briefing card for approved talking points. Designate cadet leadership to escort any outside media attendees and identify subject matter experts to serve as interviewees. Selected interviewees should be familiar with the latest briefing card and adhere to dress and appearance standards.

5.6.5.4. After the event, write up a short summary (who/what/when/where/why/how) and select the best pictures and/or videos.

5.6.5.5. Scrutinize visual content for adherence to school privacy policies and AFJROTC grooming and uniform standards.

5.6.5.6. Send the pictures/videos and summary to HQ/JRXP (jrotc.pa@au.af.edu) and to local school/press organizations as appropriate.

5.6.5.7. Consider a writing/reflective summary of the event for cadets to reinforce lessons learned.

5.6.5.8. Save any published articles and pictures in a unit archive or using a unit historian. Consider displaying these articles in the JROTC classroom and around the school.

5.7. Loss or Severe Injury (Cadet or Instructor)

5.7.1. Notify HQ whenever there is a severe injury or death of a cadet or instructor. Please use a phone call or official USAF e-mail when contacting HQ. Avoid the use of personal or private email accounts and do not share any information with public social media platforms.

5.7.2. Many HQ personnel have significant experience dealing with JROTC cadets. They

may be able to offer support, recommendations and resources for how to help cadets and instructors handle the severe injury or death of a cadet or instructor. School districts may also provide resources (such as counseling) for instructors and students associated with a tragic accident or event.

5.7.3. Many instructors have lost cadets during their teaching tenure. It is a tragic and uncommon experience and can be a difficult time for both the cadets and the instructors. HQ may be able to offer some limited support. If the family wishes, the HQ AFJROTC Director can write a letter of condolence.

5.7.4. Instructors should consider the maturity and development levels of their cadets when planning activities for a unit following the loss of a cadet. In this difficult time, encourage cadets to make full use of all the support resources the school may offer. It is also common for cadets to attend funerals or remembrance services in uniform. The cadets may participate in the ceremony too, although this should be voluntary. Instructors should coordinate with the family ahead of time to avoid misunderstanding and ensure a positive experience.

5.7.5. In the unusual event of the loss of an instructor, notify HQ as soon as possible. HQ can offer support and guidance to the school, cadets, and other instructors.

FOREWARD

This Operational Supplement (Ops Sup) is designed to provide AFJROTC instructors with direction in planning and executing a CLC. In addition to following this guide, the applicable Holm Center instructions, and AFJROTC Instructions and Policy Letters, units should tailor CLC objectives and curriculum to meet their school's JROTC program needs. This guide is not intended to meet every condition of every school and every encampment event.

The planning and execution guidance presented in this Ops Sup are core components of a well-run and effective CLC and establishes procedures execution of a smooth, successful event. The information is compiled from the field and is intended to minimize confusion.

Your Regional Directors are ready to assist you at any time. Please use their valuable expertise and mentorship.

You can find all required documents in WINGS | Published Files | JROTC |

6.1. Cadet Leadership Course Overview

6.1.1. CLC is an optional Leadership Development Requirement program that teaches AFJROTC cadets the aspects of citizenship and leadership in a highly structured and focused instructional environment. Its mission is to promote this development by preparing cadets for leadership roles in their units, schools, and local communities. As such, the activities during CLC should stress the following: team building, leadership, and respect for authority, responsible citizenship, personal character, academic achievement, health, and community service.

6.1.2. CLCs that receive USAF funds must occur between 1 May and 31 July.

6.2. Planning for a Cadet Leadership Course

6.2.1. Because CLC planning can sometimes be complex, we recommend you start planning up to a year in advance--especially if you are considering hosting units and cadets outside your school district.

6.2.2. Some key elements driving a CLC planning schedule include: the local school district budget cycle; reservation timelines for lodging, subsistence and transportation; invitation/acceptance quotas and timelines if other schools are invited to participate; fundraising time to defray the tuition cost, fees, etc.

6.2.3. Begin by drafting a proposal that integrates the key elements above and defines the course's purpose, structure, and desired outcomes, establishing a clear foundation for development. Take that proposal forward to your principal (or other school district authority) for approval.

6.2.4. Dates

6.2.4.1. 15 February. Once the CLC is approved by your school district authorities, Host Unit will scan and attach in WINGS | Events your site selection checklist, agenda, and signed application NLT 15 February.

6.2.4.2. 15 March. Required forms are (located in WINGS| Published Files | Instructions and Guides). All funding requirements (Cadet Fee for attendance) must be loaded in WINGS | Events module NLT 15 March.

6.2.5. Once you get your school's approval, you should start planning the Cadet Leadership Course earnestly. If you are inviting outside schools to participate, you should start a formal planning group with the other SASIs/ASIs and delegate the CLC responsibilities. The order in which you accomplish the remaining tasks is up to you since it will be driven by the specific circumstances of your Course.

6.2.6. If you are considering a Ropes or Obstacle course during your CLC you must meet all the following requirements: SASI/ASI will obtain the obstacle course owner's permission to use their course. For Air Force obstacle courses, the course owner is the base/installation commander or equivalent. For Sister Service courses and other organizations, approval must be obtained through Sister Service's or other organization's approval process.

6.2.7. SASI/ASI will ensure there is a safety review of all obstacles within the course. (Military courses, for example, are designed to challenge adult military members and some obstacles may not be appropriate for 14-year-old high school students.)

6.2.8. SASI/ASI will obtain school district/principal signed permission authorizing AFJROTC cadets to utilize the obstacle course. SASI will ensure district/principal is aware that the Air Force is not liable for any injury that might occur while cadets are participating in the course.

6.2.9. SASI/ASI will obtain signed parent Permission/Release forms (located in WINGS | Published Files | Leadership Development Requirement Activities folder) prior to allowing cadets to participate in the obstacle course.

6.2.10. As you pull this schedule together, leave time for meals and travel to the curriculum sites. You'll want to schedule just enough time for them to travel safely between sites without allowing too much idle time for lingering.

6.3. CLC Planning Elements

6.3.1. Local School Approval. You must comply with school district event permission, medical (to include medications), physical fitness limitations, emergency notification, safety, and legal requirements of not only your own school district but also all other participating school districts attending your Course. Be sure to contact your school (and others, if necessary) to find out what those requirements are.

6.3.2. The CLC is an extra Leadership Development Requirement activity. You must verify school liability and medical insurance coverage for participating cadets and instructors. If other unit cadets are involved, the participating school districts will need to coordinate liability and medical insurance requirements with the host unit. There may also be additional liability insurance requirements for the selected site of your course (e.g., some military installations require proof of additional liability event insurance).

6.4. CLC Size

6.4.1. The most likely factor influencing the size and scope of your course will be if you decide to open it up to participation from other units. Doing so will give the participants a chance to interact with cadets from other programs and will most likely enhance the course experience for everyone. It also opens the opportunity to draw camp faculty from the JROTC staff of those schools.

6.4.2. You may need to set a participation limit when inviting outside units to participate. This should be done for two reasons.

- To keep your CLC at a manageable size, and
- To ensure an adequate faculty-to-student ratio for safe operations

6.4.3. You could entice outside assistance by allocating cadet slots according to accompanying SASI/ASI participation. This will help preserve your student-to-faculty balance.

6.5. CLC Length

6.5.1. The length of your course should allow you to accomplish the objectives of your theme in a safe and effective academic environment. It should actively engage the cadets with activities without overtaxing them and detracting from the learning experience. It should also allow adequate travel time for both the cadets and faculty who may be arriving from other than the local area.

6.5.2. Your CLC should be scheduled with the following factors in mind.

- Some of your faculty may have employment restrictions based on their individual school district contracts. It will generally be easiest to use them in their scheduled employment months.
- Not all schools begin or end their school year at the same time--make sure all participating units will be recessed during your course.
- You will be competing against family vacations and other activities. Exceptionally long Courses may have difficulty attracting cadets. Optimally, schedule your CLC as

close as possible to the end of the regular school year. Historically, this has helped increase cadet availability and participation. In most instances, the minimum CLC length should be one week (5 days).

6.5.3. Finally, time is money. The length of your Course will be a major driver in its expense. HQ has traditionally helped offset the expense of transportation, food, and lodging for cadets. There is no guarantee that HQ AFJROTC can provide funds in the future.

6.6. Site and Facility Selection

6.6.1. Your selection of a site can set the tone for your entire CLC program. It is perhaps the single most important planning decision you will make. At attachment A is a detailed simple checklist to help with factors you should consider.

6.6.2. Based on the checklist provided in WINGS, here are some suggestions for places that could make good encampment facilities.

6.6.2.1. Schools: Usually, school facilities are available in the summer. Most of the items described in the checklist are probably readily available right on your high school campus.

6.6.2.2. College Campuses: College campuses have all the attractions of your high school campus plus a dormitory and food service structure. This may be an opportunity to partner with your local ROTC unit and the Civil Air Patrol.

6.6.2.3. Retreat Centers: These could include religious, business, or leadership centers, usually with the meal and dormitory amenities.

6.6.2.4. Summer Camps: These could include Boy Scout camps, private camps, YMCA camps, etc. They typically provide a more rustic, survival type outdoor environment.

6.6.2.5. Air Force and other Services Military Installations: Many bases enjoy hosting events like CLC's and can provide you with some very able staff assistance. This is especially true if your cadets reciprocate with the local bases in supporting their civic events. Don't rule out using bases from another service or your local Reserve/Guard installation.

6.6.2.6. State and Local Parks: May have private campgrounds for use or other general use facilities that adequately meet your needs.

6.7. Faculty, Chaperone, and Medical Personnel Requirements

6.7.1. Personnel planning is a major part of your overall CLC preparation. You must first determine your staff's needs and second recruit qualified faculty and supporting personnel to meet those needs.

6.7.2.1. Faculty. Consider your overall CLC theme and types of cadet activities you want your course to include. You will need instructors with skills in those areas.

6.7.2.2. Chaperones. Determine your cadet-to-faculty ratio, including administrative support. This will determine the number of chaperones you require. Coordinate this carefully with your school district. However, the minimum will be a 15:1 cadet to chaperone ratio. Chaperones must be at least 21 years old. Look at your mix of male to female students. As a minimum, you must have at least two female chaperones if female cadets attend the CLC.

6.7.2.4. Medical Personnel. You will need an Emergency Medical Technician or nurse if the site you select does not have a medical clinic open during your encampment. You should also have emergency action data (to include SSN, allergies, medication history, and parental contact information) on all cadets at your CLC.

6.7.2.5. Instructors. SASIs/ASIs from other units may be willing to assist. SASIs/ASIs are required to participate if they send cadets. Remember though, that they are not employees of your school district. Check with your school district for guidance.

6.7.2.6. Volunteers. You may be able to recruit volunteers from nearby AD/AFRES/ANG or ROTC Units, other teachers, or cadet parents and guardians. This can be particularly useful in fulfilling chaperoning requirements.

6.7.2.7. Encampment personnel. You may be able to gather assistance directly from your CLC facility for both administrative and actual CLC activities. Park rangers, camp counselors, and venue staff may be able to assist you.

6.7.2.8. Cadet personnel. There may be instances where the use of Cadet Training Officers (CTOs) or Cadet Training Instructors (CTIs) is appropriate. CTOs/CTIs are intended to augment the instructors at a CLC. These CTOs/CTIs can come from a variety of sources such as the unit's advanced cadets who are prior CLC graduates, or ROTC cadets. If you use AFROTC cadets, a Memorandum of Understanding (MOU) will be required between the SASI and the PAS of the AFROTC Detachment. This MOU will include, at a minimum, the responsibilities and conduct of the AFROTC cadet. Ensure the following.

- CTOs/CTIs will be briefed on the prohibition of fraternization and hazing.
- CTOs/CTIs will not administer discipline.
- CTOs/CTIs will not be placed in a position to chaperone cadets – JROTC instructors must always be in the vicinity.
- CTOs/CTIs will not be considered in the required/recommended cadet to adult chaperone ratio.

6.7.2. After assembling your staff, assign them their responsibilities and train them as needed.

6.8. Funding

6.8.1. Funding is a growing concern for all of us as HQ AFJROTC receives less funding each year. *The Air Force should not be your primary source for CLC funding.*

6.8.1.1. All units using USAF funds to support their event will submit all reimbursement/credit card requests within 10 days of CLC completion. If you cannot submit your CLC reimbursement/credit card request within 10 days of CLC completion you must contact your Regional Director within 10 days of CLC completion to coordinate the “late CLC reimbursement/credit card request.”

6.8.1.2. CLC funding is separate from the normal AFJROTC funding line and must be separately documented and audit ready. Failure to follow the Reimbursement/credit card submission criteria will result in your unit being excluded from future funding for CLCs.

6.8.2. Carefully review the Holm Center HQ AFJROTC Reference Guide | Financial Management section prior to requesting Encampment funds. *Unauthorized expenditures will not be reimbursed.* Please carefully review the finance guide.

6.8.3. Building and managing a budget is key to a successful CLC program. In putting that budget together, consider that the primary participants are minors and may have limited financial resources. Cost may be the single determining factor in whether cadets participate.

6.8.4. Cadet lodging, in-residence encampment transportation, and cadet meal funds may be requested by the host unit on behalf of all units participating in the encampment. Each participating unit individually requests funds to transport their cadets to and from the CLC location. *Air Force funding is typically unavailable or less than requested and should not be expected.*

6.8.5. In assessing a “CLC fee/tuition” cost, the host unit must determine this cost by amount and funding category. Then provide to participating units the receipts reflecting any excess cadet meal and lodging costs over and above Air Force funding.

6.8.6. Dates for requesting CLC funds

6.8.6.1. 15 February - Host unit will input initial request into WINGS with Site Selection Checklist, Agenda, CLC application.

6.8.6.2. 1 March - Attending units must RSVP to Host Units with Cadet Roster

6.8.6.3. 15 March - Host unit will attach Itemized sheet for cadet fee for attendance. *No exception!* It is critical that you meet this suspense as funding will not be available for late requests.

6.8.7. Operating Expense Considerations

6.8.7.1. The type of CLC you run will decide most of your expenses (i.e., your facility, its location, the length of stay, and whether it will require overnight stays). Keep in mind HQ AFJROTC's operating budget may not be sufficient to support course requirements. If you decide to conduct or participate in a CLC, be prepared not to have your course funding augmented by HQ AFJROTC.

6.8.7.2. Factors that are likely to drive your expenses.

6.8.7.2.1. Cadet Travel to and from the CLC. It is the responsibility of the unit sending cadets to request transportation funds from HQ. Normally, the maximum amount attending or host units may request from HQ AFJROTC for cadet travel will be \$50.00 for each cadet regardless of distance travel. Again, there is no guarantee that any funds will be available.

6.8.7.2.2. CLC Host Transportation while at camp. Hosting a CLC may involve "In-Residence" travel funding depending on the activities planned. Host Units should consider this when determining cadet participation fees.

6.8.7.2.3. Lodging. These expenses can vary considerably depending on the facilities used. You could control lodging expenses by running a day-only course (local option only) where the cadets return home every evening. Places like summer camps, state parks, and military bases may have cabins or dormitories that provide relatively low-cost lodging options as well. *The maximum amount you may request from HQ AFJROTC for cadet lodging will be \$60 per cadet per authorized night.* Again, there is no guarantee that any funds will be available.

6.8.7.2.4. Meals. If you run a day-only course, you can also save considerably on meal costs. Military bases and college campuses may have low-cost meal plans available. Some sites like retreat houses may include lodging and meal costs as part of the facility's usage fees. *The maximum amount you may request for cadet meals will be \$20 per day per cadet.* Again, there is no guarantee that any funds will be available.

When planning your Encampment plan for other than Air Force funds as the primary provider of CLC funding.

6.8.7.2.5. Activities Fees (O&M/Non-AF funds, as appropriate). As part of CLC's, the cadets may get the opportunity to participate in outside civic events that require a fee. You must get prior-RD authorization to commit O&M funds for your specific entrance fees.

6.8.6.7.6. Instructor Contracts and Paid Staff Charges (Non-AF funds). Not all instructors on your staff may be covered by school contracts over their summer recess months. You may need to compensate some of them for their participation in those cases. In addition, you also might want to pay or minimize the participation expenses of your volunteer support staff.

6.8.8. Revenue Sources

6.8.8.1. There are several revenue sources you can tap into that can offset your CLC expenses. Together, input from all these sources can significantly reduce your final bottom line costs to the cadets.

6.8.8.1.1. Start with your school first. They may be willing to provide some budgetary assistance via activity funds or even allow you to directly budget for CLC within the school district financial plan. In the latter case, you need to make sure you begin your planning early enough to get your budget submittals into the school district within their submittal deadlines. They may also be able to provide some CLC support such as school district busing or use of facilities.

6.8.8.1.2. Your unit may be able to raise cadet funds for Course activities via school or community fundraisers. Often, helping at community events is a good way to do this. It will give you a way to raise unit funds while simultaneously serving your community and promoting AFJROTC visibility within your local community.

6.8.8.1.3. Some civic or military association organizations (example VFW, American Legion, FEMA, AFA, NRA, NASA, and CMP) may also assist with donated funds, CLC scholarships, subsidized facilities, or loaned use of other supplies you may need.

6.8.8.2. If HQ provides O&M/MilPER funds (Lodging/Transportation/Meals) to the host unit for the CLC; the Host Unit must offset that amount charged to the cadet through reduced fees or reimbursements to unit/cadets.

6.8.8.3. In the end, whatever costs you can't subsidize will have to be passed on to the cadets as participation or tuition fee. *Plan Early.*

6.9. CLC Theme

6.9.1. Before you begin planning an actual curriculum for your CLC, you should establish a theme. The theme is merely a central topic or direction to your curriculum. A concise and well-defined theme provides two primary benefits.

6.9.1.1. It helps you identify activities that should or should not be included in your curriculum and may be a source of funding.

6.9.1.2. It helps your potential students choose a CLC that best matches their interests.

6.9.2. In summary, a CLC curriculum built around a central theme will provide students with a learning vector that is easy to follow and a sense of finality that a specific skill was learned or developed because of having attended the encampment. Here are some theme ideas you could use.

- Being an Aviation Pioneer
- Active Citizenship in the 21st Century
- Military Tradition in Civil Affairs
- How to Organize a Civic Event
- Community Emergency Response Teams
- Military Traditions in Aviation
- Patriotic Customs and Courtesies as an American Citizen
- Developing Effective Team Skills
- Management of a Cadet Corps
- Goal Development and Evaluation
- NASA Space Camp
- Cultural Awareness
- Technology Applications
- Health and Wellness
- Combating Terrorism
- Civilian Marksmanship Program

6.10. CLC Curriculum

6.10.1. Once you've selected a theme, you'll be ready to plan the curriculum in detail.

6.10.2. Build your curriculum around these six tenets:

- Academic Studies
- Health and Wellness
- Leadership and Character Development
- Civic Respect and Military Tradition
- Community Service and Civic Involvement
- Social/Cadet Recognition

6.10.3. Academics Studies. The academic portion of your curriculum should focus on the aspects of your theme that are best learned in a classroom or independent study environment. We recommend you focus on hands-on training activities that normally cannot be accomplished in a traditional school environment.

6.10.4. Health and Wellness. A healthy lifestyle, including physical fitness and athletic development, is important to a healthy and well-balanced character and should be a part of your curriculum in general.

6.10.5. Leadership and Character Development. Incorporate the opportunity for leadership roles and responsibilities into your CLC, as well as the opportunity for character development. Try to incorporate into your course some aspects of competition among the cadets for "pride of course ownership" and recognition for setting the standards when adhering to rules and policies.

6.10.6. Civic Respect and Military Tradition. There are several military traditions and protocols that may fit your theme as well. This curriculum block could include activities like parades, flag reveille and retreats, marching formations, other drill and ceremony services, dining- ins, etc.

6.10.7. Community Service and Civic Involvement. Your CLC could include an ethic of service to the community. One way you could include this into your curriculum would be to propose a Course service project. Provide the cadets with a few alternatives to get them started but let them select their final project--you'll want them to buy into ownership.

6.10.8. Social/Cadet Recognition. Finally, you may want to include one or two social or just plain "let's go out and have fun" events to allow the cadets to relax and mix it up a little.

6.10.9. If you combine events from all six curriculum areas listed above, you'll find your Course calendar filling up quickly with a fun and challenging curriculum theme that will bring out the best in your cadets while providing them with opportunities to lead, serve, and excel.

6.10.10. Although this is not a military training camp, the course should conclude with an awards/graduation ceremony (nice to do with parents if possible). This can include a formal or informal dinner, picnic, guest speaker, etc. Recognition of our cadets is also important after returning to the unit, where Encampment cadets may be recognized again.

6.11. CLC Operations

6.11.1. This section of the CLC guide provides ideas on how to execute your Course with emphasis on keeping the cadets safe, under supervision and control, accomplishing your scheduled learning objectives with a minimum of incidents, and dealing with incidents if they do occur.

6.11.2. CLC Cadet Guide. The CLC guide should be published, distributed, and briefed to each cadet before the course begins. This guide should establish camp rules, expectations, and consequences, equipment requirements, uniform requirements, awards and grading criteria, leadership opportunities, and emergency contact information.

6.11.3. Starting the CLC.

6.11.3.1. Upon course arrival, a CLC in processing and set-up time should be established. The first activity should be an in-brief by the CLC Commandant to outline the schedule, cadet expectations, dos and don'ts for the CLC, etc.

6.11.3.2. An initial fire drill and disaster response drill should be conducted within 24 hours of being on site.

6.11.3.3. Suggestions to help keep your cadets supervised:

- Divide the cadets into sections or mission teams for special projects and camp award competitions. Assign an adult mentor for each cadet team. The mentors make the appearance of providing adult advice, while having the additional benefit of providing supervision in a non-intrusive way. Here is an opportunity to utilize CTOs/CTIs. However, their specific role must be clearly outlined, and they need to be closely supervised.
- Have pre-made roll call rosters for all classes and activities on your camp schedule, especially when using volunteer assistance cadets.
- Have an excusal system for cadets who will miss roll call. Cover this policy upfront with cadets. Also cover disciplinary actions for unexcused roll call attendance. This policy should encourage cadets to inform their adult supervision upfront when they expect to deviate from scheduled activities.
- Have an in-processing control point and system for all cadets as they arrive for your CLC. You should know their travel plans before date of travel, when they will arrive, mode of transportation, and point of arrival. Ensure all cadets are checked as they pass this entry point into your supervision.
- Have an out-processing control point for cadets departing from your supervision and make sure parents know when to resume control. Contact parents by phone at those points as appropriate.

6.12. Emergency Actions and Procedures

6.12.1. Severe weather, sports injuries, or severe cadet misbehavior can happen unexpectedly and must be dealt with on the spot. While these things are sure to cause disruption when they occur, your goal should be to minimize that disruption by having emergency action plans in place. As a minimum, you should have the following:

- Emergency action data and parental contact information on all cadets at your course. It should be readily accessible in a designated area. You may want to require cadets to furnish this information upon in-processing.
- Local fire, police, medical, and weather advisory phone numbers on hand for all supervisory staff. Brief the staff ahead of time on what actions to take should an incident occur requiring those services. A good reference is the AFJROTC Quick Reaction Checklist in WINGS.
- An emergency supervision plan. If you have an incident requiring emergency action, part of your staff may be preoccupied with the situation and away from their normal supervisory roles. You may need to relocate cadets and combine some teams to keep all the cadets under supervision.
- An emergency action plan should be in place in case of pandemic flu/illness outbreaks.

6.13. Expected Cadet Behavior and Rules of Conduct

6.13.1. While most cadets will be well behaved and follow established rules, you may have a few who choose to deviate requiring you to take disciplinary action. Having a CLC Cadet Guide will provide cadet behavior expectations.

6.13.1.1. First and foremost, make sure the cadets understand that while at the CLC, they are wards of both the hosting school and their home school districts and are guests at the Course location and as such are subject to the same rules and disciplinary penalties for truant behavior as normal school students. If there are cadets from outside your school district, you should review some of those rules such as smoking, drug use, profanity, or other actions you wish to curtail up front.

6.13.1.2. Second, the cadets may also be under the additional jurisdiction of the hosting facility and its rules. Sites like military bases, college campuses, and state parks may have additional penalties for certain truant behavior. Cadets and staff should be briefed up front.

6.13.1.3. Third, for cases like underage drinking, tobacco use, or illegal drug use, the cadets may be subject to local law enforcement jurisdiction. The point is not to frighten the cadets but rather to make them aware up front of the consequences of dishonorable or illegal behavior.

6.13.2. Off-Limit Areas. Establish boundary areas that are off limits to cadets. Good examples would be your administrative support area, opposite sex dormitories, areas that interfere with the safe operation of other missions or events that may be concurrently occurring at your course site, and areas that are not easily supervised. In addition, you should define to the cadets exactly what areas constitute your course site and what areas do not. All areas outside your defined site are automatically off limits.

6.13.3. Shower Arrangements. Cadets often stay in dorm facilities with community baths. This arrangement, although not ideal, is acceptable and appropriate. We strongly recommend the implementation of a modified shower schedule where instructors and chaperones plan their shower times when the cadets are occupied elsewhere, or after hours.

6.13.4. Curfew. Establish mandatory lights out / no roaming periods where cadets are expected to be in their dormitories. Assign one or two chaperones to night patrol during this time.

6.13.5. Unauthorized Outside Contact. To enhance course discipline, consider restricting the use of items like cell phones and pagers. Many cadets, particularly the ones traveling from out of state, may be carrying them for travel safety and contact with home. You may want to have these items checked in during in-processing or put restrictions on their use during course activity periods. By limiting cadet contact with outside peers, you limit the ability of

students who are not part of your CLC to breach your CLCs' security and establish unauthorized personal contact with your cadets.

6.14. Disciplinary Actions. In the event the above rules or any other established rules are breached, you may have to administer disciplinary actions. We leave the specific actions taken to the policies of your school district, your hosting facility, and the judgment of your staff. However, as an example, if a cadet shows up to camp and is out of AFI 36-2903 hair cut standards, buzz cutting, the cadet is inappropriate. Per AFJROTCI 36-2001, if the incident involves news media coverage that reflects negatively on the Air Force, it needs to be reported immediately to Holm Center/JRS.

6.15. Other Policies. You should review all AFJROTC policies prior to your CLC and ensure they are enforced throughout.

6.16. After the CLC. Begin planning for your next CLC. An instructor hot wash to review reservations, revise the Course guide, review CLC finances, and should be completed in a timely manner. Feedback is very important to continuously improve your CLC efforts.

6.17. Feedback. We value and need your input to make every CLC successful. Each year the window to provide recommended improvements to this guide is from 1 Sept until 30 Oct only. Please address any recommendations for changes or improvements to this guide to jrotc.jrs.support@au.af.edu with the email titled "Cadet Leadership Course Guide Recommendation." After 30 Oct the suggested changes will be staffed and published in next year's Operational Supplement. This will allow units in the field to understand the issues and conditions we are facing in planning each year's CLC.

FOREWORD

This Operational Supplement (Ops Sup) describes how Air Force Junior ROTC (AFJROTC) cadets will wear the uniform and maintain Air Force grooming standards while in uniform. Cadets wear the same basic uniform as the active-duty Air Force and are expected to honor and wear the uniform properly and with pride. This chapter provides the latest guidance and clarification on AFJROTC uniform wear for instructors and cadets. It also provides guidelines for cadet appearance and grooming.

This information will remain in effect for one year regardless of DAFI 36-2903 updates. Unit waiver requests for dress and appearance will be boarded annually prior to this chapter's revision. Unit waivers will not be granted during the current school year prior to the waiver board.

The Awards and Decoration Program recognizes the achievements of AFJROTC cadets and fosters increased morale and esprit-de-corps. This chapter outlines the proper execution of a successful unit Awards and Decorations Program.

ACCOUTREMENTS (GENERAL)

7.1. Insignia Placement. Insignia on the AFJROTC uniform will be worn according to the figures contained in this guide.

7.2. Aviation Badges and Flight Suits. Cadets will wear one of the following badges in rank order: (lowest to highest) Flight Solo Badge, Unmanned Aircraft Badge, Aviation Ground School, and Flight Certificate Badge. Flight Suits are authorized for those cadets who meet all requirements listed in paragraphs 7.2.1.–7.2.4. Operational Supplement Chapter 8, Finance Guide, authorizes the purchase of flight suits for cadets. Purchase through WINGS FEDMALL based on current procedures. Flight Suits are accountable uniform items and must be issued/returned via WINGS or via local unit procedures. (See Attachment 7-13)

7.2.1. Flight Solo Badge. Awarded to any cadet possessing a solo flight certificate signed by a FAA Certified Flight Instructor for either powered or non-powered aircraft. Email a copy of the cadet's Flight Solo Certificate to jrotc.jrs.logistics@au.af.edu, and then go to WINGS | Logistics | Create Display Orders and order the Flight Solo Badge. Flight suits are not authorized solely on obtaining the Flight Solo Badge. (See Attachment 7-13)

7.2.2. Unmanned Aircraft Badge. Awarded for successful completion of the Remote Pilot Certification Test. Email a copy of the cadet's FAA Certificate to jrotc.jrs.logistics@au.af.edu, and then go to WINGS | Logistics | Create Display Orders and order the Unmanned Aircraft Badge. Flight suits are authorized for cadets who successfully pass the FAA Part 107 knowledge test and are "active" members of the unit's unmanned aircraft/multicopter team.

7.2.3. Aviation Ground School Badge. Awarded for successful completion of the FAA Private

Pilot Practical Test (Powered or Glider). Email a copy of the cadet's FAA Certificate to jrotc.jrs.logistics@au.af.edu, and then go to WINGS | Logistics | Create Display Orders and order the Aviation Ground School Badge.

7.2.4. Flight suits are authorized for cadets enrolled in AFJROTC Aviation Honors Ground School. Upon completion, continuous wear is authorized for cadets who passed the written test, and/or have been awarded the aviation ground school/unmanned aircraft badge. Cadets enrolled in non-AFJROTC sponsored, but FAA-approved ground school courses are NOT authorized to wear the flight suit uniform until they have successfully completed the FAA ground school exam.

7.2.5. Flight Certificate Badge. The Flight Certificate Badge is the highest aviation badge awarded to any cadet who possesses a valid FAA pilot certificate for either powered or non-powered aircraft. Email a copy of the cadet's Flight Certificate to jrotc.jrs.logistics@au.af.edu, and then go to WINGS | Logistics | Create Display Orders and order the Flight Certificate Badge. Flight suits are authorized for cadets who have earned the private pilot flight certificate or have successfully completed the Flight Academy program. (See Attachment 7-13)

7.3. Awareness Presentation Team Badge. Awarded for participation in an Awareness Presentation Team. The criteria for becoming a member of the team should be published in local guidance. Go to WINGS | Logistics | Create Display Orders and order the Awareness Presentation Team Badge.

7.4. Kitty Hawk Honor Society Badge. Awarded to cadets who are members of the Kitty Hawk Honor Society. The unit's Kitty Hawk charter will spell out the membership requirements for joining the society. Go to WINGS | Logistics | Create Display Orders and order the Kitty Hawk Honor Society Badge.

7.5. Distinguished Cadet Badge. This annual award consists of a certificate and the Distinguished Cadet badge. The award recognizes one outstanding second-year cadet (third-year cadet in a 4-year program) selected at the end of each school year. This allows the recipient to wear the award their final year in the AFJROTC program. The recipient must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and maintain consistent academic and military excellence. The SASI, in coordination with the ASI and with the concurrence of the principal, selects the recipient of this award. The Holm Center Form 308, Certificate of Recognition, is in WINGS | Published Files. The certificate is used to present the badge. The unit must purchase the badge IAW Operational Supplement Chapter 8, Finance Guide. The recipient should hold the following awards prior to selection:

- a. Leadership Ribbon
- b. Superior Performance Ribbon
- c. Achievement Ribbon
- d. Academic Ribbon
- e. Leadership Development Requirement Ribbon
- f. Service Ribbon

7.6. Aerospace Education Foundation (AEF) Academic Cadet Badge. Awarded to rising Junior and Senior cadets for academic excellence as signified by attaining a minimum 3.3 grade point average (GPA) with no grade below a 2.0 GPA on their transcript. Individuals must be recommended by the SASI. Go to WINGS | Logistics | Create Display Orders and order the AEF Badge.

7.7. Model Rocketry Badge. Awarded to cadets who have fulfilled model rocketry program requirements. Program requirements can be found in WINGS | Published Files.

7.8. Other Badges or Pins. Any badge or pin not specifically authorized by HQ AFJROTC will not be worn on any AFJROTC uniform combination. This includes pins given to cadets participating in CyberPatriot or StellarXplorers.

7.9. Marksmanship Awards. Marksmanship competition awards/badges may be worn on the AFJROTC uniform. Males and females will wear the badge (may only wear one) below the ribbons on the blue shirt or service dress uniform. Marksmanship badges will not be worn with medals.

7.9.1. Cadets may earn one or more of these three marksmanship badges; however, they may wear no more than one badge on the uniform at a time. These badges are awarded by the unit's SASI and earned by scores obtained in competitions, not practices.

7.9.1.1. Basic Marksmanship Badge Requires a combined score of 170 or above, fired in the prone, standing, and kneeling 3x10 positions.

7.9.1.2. Sharpshooter Badge. Requires a combined score of 220 or above, fired in the prone, standing, and kneeling 3x10 positions.

7.9.1.3. Expert Badge. Requires a combined score of 250 or above, fired in the prone, standing, and kneeling 3x10 positions.

7.9.2. Civilian Marksmanship Program's (CMP) Junior Distinguished Badges (Gold, Silver and Bronze). Awarded to cadets who distinguish themselves by attaining a series of high rankings in designated major junior air rifle championships that include State Junior Olympic Qualifiers, CMP Cup Matches, National Junior Olympic Championships and other National Council Three-Position Air Rifle Championships.

7.9.2.1. Badges are earned through CMP, and units can visit www.thecmp.org for additional information on how to qualify for the badges.

7.9.2.2. Junior Distinguished Badges are provided, at no cost, by the CMP and cannot be purchased through local vendors or HQ AFJROTC.

7.10. Shoulder Patches, Cords, and Tabs.

7.10.1. AFJROTC Patch (white, Lamp of Knowledge) and SFJROTC Patch (black, Lamp of

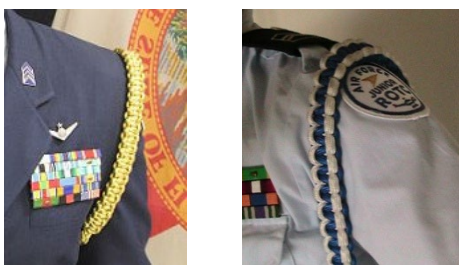
Knowledge). Wear of the AFJROTC official shoulder patch is mandatory on the left sleeve (shoulder) of all uniforms except the raincoat, overcoat, and all-weather coat. Subdued-colored patches are not authorized on the utility uniform. For ABUs, the white/black Lamp of Knowledge patch will be worn on front left pocket and for OCPs on left shoulder (affix with Velcro) centered on the Velcro area. For the flight suit, the white/black Lamp of Knowledge patch will be worn on the right sleeve (shoulder); see para 7.3.3 if the unit has an approved unit patch. All flight suit patches will be displayed utilizing Velcro or may be sewn onto the flight suit. (See Attachment 7-13, **NOTE 2**). Cadets enrolled in Civil Air Patrol (CAP) and AFJROTC who use the same uniform for both activities may wear the CAP wing patch on the right shoulder sleeve.



7.10.2. The American Flag Patch. Wear of the American Flag patch (full color cloth) is mandatory on OCPs and flight suits. Subdued-colored patches are not authorized. For OCPs, American Flag patch will be worn on the right shoulder centered at the top of the Velcro area (See Attachment 7-6b, **NOTE 2**). For the flight suit, American Flag patch will be worn on the left shoulder centered at the top of the Velcro area. (See Attachment 7-13, **NOTE 3**). The American Flag patch will not be worn with any other uniform combination other than those listed above.

7.10.3. Unit Patch. Optional. Unit patches must be approved by HQ AFJROTC via the Unit Waiver's module in WINGS prior to purchase or use. Units will only have one current approved unit patch for all uniform combinations. Subdued-colored unit patches are not authorized. Units may not purchase unit patches using Air Force funds. If worn, unit patch must be on the right shoulder only of the light blue shirt, service dress coat, or lightweight blue jacket. For ABUs, unit patch will be on front right pocket and for OCPs on right shoulder (affix with Velcro) below the American Flag patch; if no unit patch is available, leave blank. For the flight suit, unit patch may be worn on the right sleeve (shoulder) replacing the white/black Lamp of Knowledge patch. All flight suit patches will be displayed utilizing Velcro (or may be sewn onto the flight suit).

7.10.4. Shoulder Cords. Cadets are authorized to wear one shoulder cord (single cord "infantry" style) on the light blue shirt, service dress coat, and utility uniforms (ABUs and OCPs). Cords are not authorized on the lightweight blue jacket or flight suit. Cords will be worn on the left shoulder, grounded to the shoulder seam, with no metal tips, and no wider than 1-inch (no aiguillettes, knots, citation cords, or extra loops inside or outside the arm). On the light blue shirt, the cord will be under or over the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord. Colors are locally determined (does not have to be a solid color, may be multi-color), must be conservative, in good taste, and should be defined in local guidance. Shoulder cords may be worn on regular uniform days. See Operational Supplement Chapter 8, Finance Guide, for purchasing authority.



7.10.5. Shoulder Tabs. Shoulder tabs are either cloth or metal arches denoting participation in an AFJROTC activity. Shoulder tabs are optional. If worn, cadets are authorized to wear one shoulder tab on the right shoulder of the service dress coat and the light blue shirt/blouse, centered between the unit patch (if worn) and the shoulder seam. Tabs will have the name of the activity on them (e.g., Drill Team, Saber Team, Honor Guard, etc.). If no unit patch is worn, tab will be worn no lower than 1-inch below the shoulder seam. The SASI will determine which activities will be denoted by shoulder tabs and should establish the criteria for each activity in local guidance. Shoulder tabs are not authorized on the lightweight blue jacket, flight suit, PT gear, OCPs or ABUs. See Operational Supplement Chapter 8, Finance Guide, for purchasing authority.

7.11. Awards and Decorations.

7.11.1. The Cadet Awards and Decorations Program fosters morale, esprit-de-corps, and recognizes achievements of AFJROTC cadets. Awards sponsored by national organizations are funded by the sponsoring organization and donated through local chapters where available. Only awards and decorations approved by HQ AFJROTC and listed in this guide may be worn. Units cannot purchase matching medals for HQ AFJROTC approved ribbons (e.g., Outstanding Cadet, Patriotic Flag, Bataan March, etc.). Only medals specifically designated within this Operational Supplement (para 7.11.3.2) and depicted on the AFJROTC Ribbon Chart are approved.

7.11.1.1. Units may not create or purchase local awards (ribbons or medals) for wear on the uniform.

7.11.1.2. Ribbons will not be worn with medals. Medals may be worn with the service dress uniform for formal and semi-formal occasions of a limited nature (such as dining ins/outs, military ball, change of command ceremonies, awards ceremonies, picture days, or other formal events as specified by the SASI). Medals may not be worn on regular uniform days. Place medals on the mounting rack in the proper order of precedence (see para 7.11.3.1).

7.11.1.3. Units are authorized to impose additional criteria (**more stringent**) to meet local standards and needs without diminishing minimum standards. Local standards should be clearly outlined in local guidance.

7.11.1.4. Present awards at appropriate ceremonies. Invite school officials, local community/civic leaders, and parents when practical. Representatives from organizations sponsoring awards will be offered the opportunity to make the award presentation. Display

awards, when possible, for the benefit of the cadet corps. The SASI will ensure that Air Force endorsement of any agency's product or service is neither stated nor implied.

7.11.2. Only awards and decorations authorized in this publication are authorized for presentation and wear on the cadet uniform.

7.11.2.1. An award is defined as either a ribbon, medal, certificate, or scholarship.

7.11.2.2. Awards have been categorized into three categories.

7.11.2.2.1. Authorized to present and wear (Paras 7.11.3.1, 7.11.3.2. and 7.11.3.3.).

7.11.2.2.2. Authorized to present but unauthorized to wear (Paras 7.11.3.5 and 7.11.3.6).

7.11.2.2.3. Unauthorized to present or wear. Host organization may submit a request to present an award if desired (Para 7.11.6.).

7.11.2.3. AFJROTC units may not purchase national-level awards or medals, using Air Force funds. The national-level host organization/local chapter must provide the award.

7.11.2.4. Units may receive/present awards from any national-level veterans' organization that is defined as a Congressionally chartered Veterans Service Organizations (VSO), recognized by the Department of Veteran Affairs; a complete list can be found at <https://www.va.gov/vso/VSO-Directory.pdf>. Only the awards on the AFJROTC Ribbon Chart may be worn on the cadet uniform.

7.11.2.5. Any active-duty military heritage organization (i.e., Special Forces Association, aka the Green Berets), may present awards to cadets. Units with local school district employed Director of Army Instructors (DAI) shall provide AFJROTC units with a complete listing of awards given by the local district under DAI control (or an officer acting on behalf of the superintendent of schools). Only the awards listed on the AFJROTC Ribbon Chart may be worn on the cadet uniform.

7.11.2.6. Local organizations such as banks, local businesses, military Top 3 organizations, Chiefs' Groups, etc., may present awards to cadets. Only the awards listed on the AFJROTC Ribbon Chart may be worn on the cadet uniform.

7.11.3. Order of Precedence of medals and ribbons.

7.11.3.1. Authorized Awards. Cadets may only receive one national-level award for each year they are enrolled in AFJROTC and may not receive the same national-level award twice during their AFJROTC career.

NOTE: This does not apply to National competition awards. Medals will not be worn on regular uniform days.

7.11.3.2. Guidelines for national-level awards will be followed to the fullest extent possible.

Deviations from established award criteria will not be the norm but based on a case-by-case basis. Units must uphold the “spirit and intent” of an award.

1. Gold Valor Award (Medal/Ribbon)
2. Silver Valor Award (Medal/Ribbon)
3. Cadet Humanitarian Award (Ribbon)
4. Silver Star Community Service with Excellence Ribbon
5. Community Service with Excellence Ribbon
6. Air Force Association Award (Medal/Ribbon)
7. Daedalian Award (Medal/Ribbon)
8. Daughters of the American Revolution Award (Medal/Ribbon)
9. American Legion Scholastic Award (Medal/Ribbon)
10. American Legion General Military Excellence Award (Medal/ Ribbon)
11. Reserve Organization of America (ROA) Award (Medal/Ribbon)
12. Military Officers Association Award (Medal/Ribbon)
13. Veterans of Foreign Wars (VFW) Award (Medal/Ribbon)
14. National Society United States Daughters of 1812 (Medal/Ribbon)
15. National Sojourners Award (Medal/Ribbon)
16. Scottish Rite, Southern Jurisdiction Award (Medal/Ribbon)
17. Military Order of the Purple Heart Award (Medal/Ribbon)
18. Sons of the American Revolution Award (Medal/Ribbon)
19. Military Order of World Wars Award (Medal/Ribbon)
20. American Veterans Award (Medal/Ribbon)
21. Air Force Sergeants Association (AFSA) Award (Medal/Ribbon)
22. Tuskegee Airmen Incorporated Cadet Award (Ribbon)
23. The Retired Enlisted Association Award (Medal/Ribbon) (phased out end of AY29)
24. The Celebrate Freedom Foundation Award (Medal/Ribbon)
25. Air Commando Association Award (Medal/Ribbon)
26. Distinguished Unit Award with Merit (Ribbon)
27. Distinguished Unit Award (Ribbon)
28. Distinguished Cadet Corps Award (Ribbon)
29. Outstanding Flight Ribbon
30. Top Performer Ribbon
31. Outstanding Cadet Ribbon
32. Leadership Ribbon
33. Superior Performance Ribbon
34. Achievement Ribbon
35. Academic Ribbon
36. Cadet Leadership Course Ribbon
37. Special Teams Placement Ribbon
38. All Services National Competition (Medal/Ribbon)
39. Air Force Nationals Competition (Medal/Ribbon)
40. Leadership Development Requirement (LDR) Leadership Ribbon (precedence change)
41. Orienteering Ribbon (precedence change)
42. Drill Team Ribbon
43. Color Guard Ribbon

44. Saber Team Ribbon
45. Marksmanship Ribbon
46. USAA Educational Foundation (EF) Joint Service Academic Bowl (JLAB) Ribbon
47. CyberPatriot Team Ribbon
48. StellarXplorers Team Ribbon
49. Raider Team Ribbon
50. Military Model Building Team Ribbon
51. Unmanned Aircraft Systems (UAS) Ribbon
52. Robotic Club/Team Ribbon
53. Good Conduct Ribbon
54. Service Ribbon
55. Health and Wellness Ribbon
56. Recruiting Ribbon
57. Activities Ribbon
58. Attendance Ribbon
59. Dress and Appearance Ribbon
60. Longevity Ribbon
61. Bataan Death March Memorial Hike Ribbon
62. Patriotic Flag Ribbon
63. Resiliency Ribbon (phased out the end of AY27)

7.11.3.3. Authorized Civil Air Patrol (CAP) awards. Cadets who earn CAP awards may wear those ribbons during regular uniform days and will be worn in the precedence listed below following the Resiliency Ribbon.

64. General Carl Spaatz Award
65. General Ira C Eaker Award
66. Amelia Earhart Award
67. General Billy Mitchell Award
68. General J. F. Curry Award

7.11.3.4. AFJROTC and CAP Medals may be worn on the semi-formal uniform only for formal and semi-formal occasions of a limited nature (such as dining ins/outs, military ball, change of command ceremonies, awards ceremonies, picture days, or other formal events as specified by the SASI). Medals will not be worn on regular uniform days.

7.11.3.5. The following National-level organizations may present awards to AFJROTC cadets, but ribbons are not authorized for wear on the cadet uniform. Only the awards listed on the AFJROTC Ribbon Chart may be worn on the cadet uniform.

1. National Society Daughters of the American Colonists (NSDAC)
2. National Society, Daughters of Founders and Patriots of America (NSDFPA)
3. Military Order of Foreign Wars of the United States (MOFW)
4. National Society Daughters of the Colonial Wars (NSDCW)
5. Scottish American Military Society (SAMS)
6. Korean War Veterans Association (KWVA)

7.11.3.6. Congressional chartered Veterans Service Organizations (VSO), recognized by the Department of Veteran Affairs, may present awards to cadets. However, unless authorized on the AFJROTC Ribbon Chart, these awards may not be worn on the cadet uniform.

7.11.4. Cadets will be given equivalent AFJROTC ribbons to wear in lieu of Army, Navy, Marine Corps, or Coast Guard Junior ROTC ribbons/medals the cadet earned while participating in sister-service JROTC program. Sister-service JROTC ribbons/medals may not be worn by AFJROTC cadets. The SASI makes the best determination as to what equivalent AFJROTC ribbon to issue.

7.11.5. Badges or insignia from Active Duty, Guard, Reserve, or any other non-AFJROTC group are not authorized on the AFJROTC uniform. Badges, ribbons or insignia from middle school programs such as Youth Leadership Corps are not authorized on the AFJROTC uniform.

7.11.6. External organizations wishing to be recognized by HQ AFJROTC must follow the HQ AFJROTC Process for External Cadet Award Requests. Each May, a special board will convene, comprised of the Deputy Director, Division Chiefs, and all Region Supervisors, to review and/or recommend approval/ disapproval to the Director on new external awards. The Director has sole approval authority of any new external award worn by AFJROTC cadets. If the new award is approved, it will be added to this publication and the ribbon/awards chart.

7.11.7. The Office of the Secretary of Defense regarding the Sons of the Confederate Veterans, aka the H.L. Hunley Award, and United Daughters of the Confederacy. These awards are not approved and therefore are “not acceptable for presentation or wearing on uniforms in any of the JROTC programs.” This policy applies to all JROTC service programs. If units have presented this award in the past to AFJROTC cadets do not allow the cadet to wear the ribbon/medal and do not allow these organizations to present these awards.

HQ AFJROTC Process for External Cadet Award Requests

1. HQ AFJROTC/JRS will be the POC for all requests:

Receiving address:

Headquarters Air Force JROTC

Attention: HQ AFJROTC/JRS Division

60 West Maxwell Boulevard

Maxwell AFB AL 36112

2. HQ AFJROTC/JRS completes internal research to confirm package contents (Ribbon/Medal pictures, Award Criteria, Award Certificate, etc.) and add any attachments as required.

3. HQ AFJROTC/JRO convenes a special board to review the request, considering all information available. The recommendation will be forwarded to the Director. The board will include the Deputy Director, Division Chiefs, and Region Supervisors.

4. HQ AFJROTC Director decides on package request:

a. Approved

b. Disapproved

c. If required, the Director will make a recommendation to Higher Headquarters

Air Force JROTC Ribbon Chart



1. Gold Valor Award



2. Silver Valor Award



3. Cadet Humanitarian Award



4. Silver Star Community Service w/Excellence Award



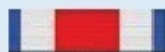
5. Community Service with Excellence Award



6. Air Force Association Award



7. Daedalian Award



8. Daughters of the American Revolution Award



9. American Legion Scholastic Award



10. American Legion General Military Excellence Award



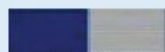
11. Reserve Organization of America (ROA) Award



12. Military Officers Association Award



13. Veterans of Foreign Wars (VFW) Award



14. National Society United States Daughters of 1812



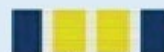
15. National Sojourners Award



16. Scottish Rite Southern Jurisdiction Award



17. Military Order of the Purple Heart



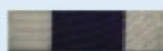
18. Sons of the American Revolution Award



19. Military Order of World Wars Medal



20. American Veterans Award



21. Air Force Sergeants Association



22. Tuskegee Airmen Inc. Award



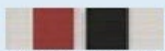
23. The Retired Enlisted Association Award



24. Celebrate Freedom Foundation Award



25. Air Command Association Award



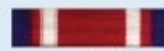
26. Distinguished Unit Award w/merit



27. Distinguished Unit Award



28. Distinguished Cadet Corps Award



29. Outstanding Flight Ribbon



30. Top Performer Award



31. Outstanding Cadet Ribbon



32. Leadership Ribbon



33. Superior Performance Ribbon



34. Achievement Ribbon



35. Academic Ribbon



36. Cadet Leadership Course Ribbon



37. Special Teams Placement Ribbon



38. All-Service National Competition Ribbon



39. Air Force Nationals Competition Ribbon



40. Leadership Development Requirement (LDR)



41. Orienteering Ribbon



42. Drill Team Ribbon



43. Color Guard Ribbon



44. Sabre Team Ribbon



45. Marksmanship Ribbon



46. USAA Education Foundation JLAB Ribbon



47. Cyber Patriot Ribbon



48. StellarXplorers Ribbon



49. Raiders Team Ribbon



50. Military Model Building Ribbon



51. Unmanned Aircraft Systems (UAS) Ribbon



52. Robotics Ribbon



53. Good Conduct Ribbon



54. Service Ribbon



55. Health and Wellness Ribbon



56. Recruiting Ribbon



57. Activities Ribbon



58. Attendance Ribbon



59. Dress and Appearance Ribbon



60. Longevity Ribbon



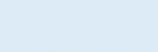
61. Bataan Death March Memorial Hike Ribbon



62. Patriotic Flag Ribbon



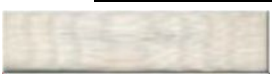
63. Resiliency Ribbon



64-68. CAP Ribbons

7.12. Descriptions and Criteria of Medals and Ribbons. Ribbons will not be worn with Medals (either medals or ribbons will be worn, not both). **Ribbons must be purchased via FEDMALL or the accoutrements contract.**

7.12.1 Gold Valor Award. Award consists of a medal, ribbon, and certificate. The Gold  Valor Award recognizes AFJROTC cadets who distinguish themselves through a voluntary act of heroism involving conspicuous courage and imminent risk to life, clearly exceeding Silver Valor Award criteria. To qualify, a cadet must perform a clearly documented act of exceptional bravery and selflessness in response to a life-threatening situation. The cadet must demonstrate extraordinary courage, decisive action, and presence of mind under extreme stress, acting far beyond what is normally expected and with disregard for personal safety. The act must directly contribute to saving or attempting to save a life, preventing death, or mitigating a life-threatening situation, with the cadet playing a decisive role in the outcome. The level of risk must involve imminent and substantial danger of death or serious bodily injury, knowingly accepted by the cadet. Examples include, but are not limited to, exposure to fire or hazardous environments, water rescues, intervention in violent situations involving weapons, or actions near catastrophic hazards. Actions do not qualify if the risk was not life-threatening, the response occurred in controlled or low-risk conditions, was performed solely as part of assigned duties or training (unless clearly exceeding expectations with life-threatening risk), or if the cadet's involvement was limited or did not significantly affect the outcome. Award recommendations must be submitted to your Regional Director within 6 months of the incident. Once reviewed by the Regional Director and Region Supervisor, the RS will forward the package to the jrotc.jrs.support@au.af.edu mailbox (JROTC JRS Admin Support) for final review and processing. Award recommendations must include a full, detailed description of the situation, newspaper clippings (if available), statements by victims and observers, and any other information deemed appropriate to validate eligibility. In addition, submit a proposed citation to accompany the award. HQ Admin Support will forward the valor award to the Director, HQ AFJROTC, for final approval. Upon approval, HQ Admin Support will notify the unit, and distribute the citation, medal, and ribbon for presentation. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. For each additional award earned an additional small silver star device will be awarded. See the Award Reference Guide in WINGS | Published Files for more details.

7.12.2 Silver Valor Award. Award consists of a medal, ribbon, and certificate. The Silver  Valor Award recognizes AFJROTC cadets who distinguish themselves through a voluntary act of heroism involving personal risk, but not to the degree required for the Gold Valor Award. The act of heroism must involve measurable personal risk to the cadet, including but not limited to exposure to physical injury, environmental hazards, or unstable or unpredictable conditions. The level of risk must be real and significant but not rise to the level of imminent threat of death or severe bodily injury, as required for the Gold Valor Award. To be eligible for the Silver Valor Award, a cadet must perform a voluntary act of heroism that is clearly identifiable and documented, demonstrates courage, sound judgement, and presence of mind in response to an unforeseen or emergent situation. Non-qualifying actions include routine or expected actions including but not limited to calling emergency services (e.g., dialing 911), reporting an incident, providing

standard first aid in a safe environment, or offering general assistance or comfort. Non-qualifying actions also include actions performed as part of assigned duties, structured training, or under direct supervision, unless the cadet's actions clearly exceed expected performance and involve personal risk. Eligibility documentation must show how the cadet acted without regard for personal convenience and beyond what is normally expected of a cadet or civilian bystander, to include successfully contributing to the protection of life, prevention of injury, or mitigation of a hazardous situation. Award recommendations must be submitted to your Regional Director within 6 months of the incident. Once reviewed by the Regional Director and Region Supervisor, the RS will forward the package to the jrotc.jrs.support@au.af.edu mailbox (JROTC JRS Admin Support) for final review and processing. Award recommendations must include a full, detailed description of the situation, newspaper clippings (if available), statements by victims and observers, and any other information deemed appropriate to validate eligibility. In addition, submit a proposed citation to accompany the award. HQ Admin Support will forward the valor award to the Director, HQ AFJROTC, for final approval. Upon approval, HQ Admin Support will notify the unit, and distribute the citation, medal, and ribbon for presentation. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. For each additional award earned an additional small silver star device will be awarded. See the Award Reference Guide in WINGS | Published Files for more details.

7.12.3 Cadet Humanitarian Award. Award consists of a ribbon and certificate. It is



intended to recognize cadets who provide aid in response to a singular extraordinary event such as a natural disaster or other catastrophe that has placed or has the potential to place hardship on their fellow citizens. This award is not to be used to recognize day-to-day service in the community. Award recommendations must be submitted to your Regional Director within 6 months of the incident. Once reviewed by the Regional Director, the package will be forwarded to the jrotc.jrs.support@au.af.edu mailbox (HQ-Ops Support) for final review and processing. Award recommendations must include a detailed description of the situation, newspaper clippings (if available), statements by victims and observers, and any other information deemed appropriate to validate eligibility. In addition, submit a proposed citation to accompany the award. HQ-Ops Support will forward the award to the Director, HQ AFJROTC, for final approval. Upon approval, HQ-Ops Support will notify the unit, and distribute the citation, medal, and ribbon for presentation. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. For each additional award earned, an additional small silver star will be awarded. See the Award Reference Guide in WINGS | Published Files for more details.

7.12.4. Silver Star Community Service with Excellence Award. Award consists of a



ribbon with a Silver Star device and certificate. It is an honor that emphasizes the value of community service, and establishes a greater sense of pride within the corps. The award will be given to cadets in the Top 5% of units (approximately 45 units) who have the highest "per cadet average" community service hours. "Countable" hours must be logged into WINGS and be accomplished IAW published guidance in AFJROTCI 36-2010. Countable hours will be the period from 11 April (previous year) to 10 April (current year). HQ will use the PSR data from October for Traditional and Modified 4X4 (AB) units and the combination of October and February PSRs for 4X4 and

Trimester units to determine the number of cadets enrolled in a unit to calculate the Top 5% units and notify the units earning the award. Instructors at the Top 5% units will determine which of their cadets have contributed to the unit earning the new award. For each additional award earned, an additional large silver star will be awarded.

7.12.5. Community Service with Excellence Award. Award consists of a ribbon and  certificate. It is intended to recognize those individual cadets who provide significant leadership in the planning, organizing, directing, and executing of a major unit community service project that greatly benefits the local community. This is not an award given to participants but to the key leader(s) of the project. Award recommendations must be submitted to your Regional Director within 6 months of project completion. Once reviewed by the Regional Director, the package will be forwarded to the jrotc.jrs.support@au.af.edu mailbox (HQ-Ops Support) for final review and approval. Award recommendations must include a detailed description of the contributions of the individual(s) along with newspaper clippings (if available) describing the outcome of the project, letters of appreciation from civic leaders, or other information deemed appropriate to validate eligibility. In addition, submit a proposed citation to accompany the award. HQ-Ops Support will forward the award to the Director, HQ AFJROTC, for final approval. Upon approval, HQ-Ops Support will notify the unit, and distribute the citation, medal, and ribbon for presentation. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster. See the Award Reference Guide in WINGS | Published Files for more details.

National-level Awards

These awards may be issued to cadets, but medals from these organizations WILL ONLY be worn during events such as dining ins/outs, military ball, change of command ceremonies, awards ceremonies, picture days, or other formal events as specified by the SASI. Ribbons for these awards may be worn on the cadet's ribbon rack and worn on regular uniform days. Medals will not be worn on regular uniform days or during any type of competition, i.e., Drill, CyberPatriot, Academic Bowl, etc.

7.12.6. Air Force Association (AFA) Award. Cadets may only receive this award once.



Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.

7.12.6.1. This award is presented annually to the outstanding second-year (in a 3-year program) or third-year cadet (in a 4-year program) who possess/meets the following personal characteristics and eligibility criteria:

- Rank in the top 1% of the cadets in a unit in the following areas: academics, leadership, and professionalism.
- Display a positive attitude (toward AFJROTC and the school).
- Maintain outstanding personal appearance (uniform and grooming).
- Display personal attributes such as initiative, judgment, and self-confidence.
- Exhibit courteous demeanor (promptness, obedience, and respect for customs).

7.12.6.2. AFA will automatically send an award package to each AFJROTC unit. Packages are mailed in January.

7.12.7. Daedalian Award. Cadets may only receive this award once. The Order of



Daedalian's was named after the legendary figure, Daedalus, and was organized by WWI military pilots who sought to perpetuate the spirit of patriotism, love of country, and the high ideals of self-sacrifice which place service to the nation above personal safety and position. This award is offered to encourage the development of these traits in cadets and to interest them in a military career. The medal is fashioned after an ancient Grecian plaque discovered by a Daedalian in the village of Lavadia, Greece and depicts Daedalus and his son Icarus fabricating their legendary wings of wax and feathers. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.

7.12.7.1. This award is presented annually to recognize one outstanding third-year cadet at each unit that meets the following criteria:

- Demonstrate an understanding and appreciation of patriotism, love of country, and service to the nation.
- Indicate the potential and desire to pursue a military career.
- Rank in the top 10% of their AFJROTC class.
- Rank in the top 20% of their school class.

7.12.7.2. The SASI selects the recipient and requests the award from the nearest Daedalian Flight. A minimum of 90 days' notice is required to allow the local chapter to obtain the award from their national headquarters and to schedule a Daedalian Flight presenter for the award. See Attachment 7-17 for list of award points of contact.

7.12.8. Daughters of the American Revolution (DAR) Award. Cadets may only receive



this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.

7.12.8.1. This award is presented annually to one third-year (in a 3-year program) or fourth-year cadet (in a 4-year program) that meets the following criteria:

- Rank in the top 25% of their AFJROTC class.
- Rank in the top 25% of their high school class.
- Demonstrate qualities of dependability and good character.
- Demonstrate adherence to military discipline.
- Possess leadership ability and a fundamental and patriotic understanding of the importance of JROTC training.

7.12.8.2. The SASI and principal select the recipient and must request the award and a presenter not later than 1 March. The award devices and presenter can be requested from the nearest DAR chapter. See Attachment 7-17 for list of award points of contact.

7.12.9. American Legion Scholastic Award. Cadets may only receive this award once.



Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.

7.12.9.1. This award is presented annually to one second-year or third-year cadet (in a 3-year program) or a third-year or fourth-year cadet (in a 4-year program) based on the cadet's overall scholastic achievements. Each cadet must:

- Rank in the top 10% of the high school class.
- Rank in the top 25% of their AFJROTC class.
- Demonstrate leadership qualities.
- Actively participate in student activities.

7.12.9.2. The SASI, as chairman, with the ASI and at least one faculty member, selects the recipient and must request the award not later than 15 April. The award devices and presenter can be requested from the nearest American Legion Post. If there is no local post, contact the American Legion Headquarters. See Attachment 7-17 for list of award points of contact.

7.12.10. American Legion General Military Excellence Award. Cadets may only receive



this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.

7.12.10.1. This award is presented annually to one second-year or third-year cadet (in a 3-year program) or a third-year or fourth-year cadet (in a 4-year program) based on the cadet's general military excellence. Each cadet must:

- Rank in the top 25% of their AFJROTC class.
- Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.

7.12.10.2. The SASI, as chairman, with the ASI and at least one faculty member, selects the recipient and must request the award not later than 15 April. The award devices and presenter can be requested from the nearest American Legion Post. If there is no local post, contact the American Legion Headquarters. See Attachment 7-17 for list of award points of contact.

7.12.11. Reserve Organization of American (ROA) Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.



7.12.11.1. This award is presented annually for military and academic achievement to an outstanding third-year cadet (fourth-year cadet in a 4-year program). The recipient must possess the following individual characteristics contributing to leadership:

- Rank in the top 10% of their AFJROTC program.
- Rank in the top 25% of academic grades.
- Be recognized for having contributed the most to advancing the objectives of the AFJROTC program, which include outstanding dedication to citizenship, knowledge of civic responsibility, military orientation, discipline, and a sound work ethic.

7.12.11.2. The SASI with the ASI selects the recipient of the award. The local ROA chapter contacts each SASI before 15 January and furnishes the name of the ROA representative for presentation purposes. If no contact is made by 15 January, the SASI must communicate directly with the National Headquarters of the Reserve Organization of American. See Attachment 7-17 for list of award points of contact.

7.12.12. Military Officers Association of America (MOAA) Award. Cadets may only receive this award once. This award, formerly known as The Retired Officers Association Award. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.



7.12.12.1. This award is presented annually to an outstanding second-year cadet (third-year cadet in a 4-year program) who shows exceptional potential for military leadership. Each cadet must:

- Be a member of the junior class.
- Be in good academic standing.

- Be of high moral character.
- Show a high order of loyalty to the unit, school, and country.
- Demonstrate exceptional potential for military leadership.

7.12.12.2. The SASI selects the recipient subject to the final approval of the sponsoring MOAA chapter. The SASI requests the award devices from the nearest MOAA chapter. A MOAA representative will make the award presentation. If a MOAA chapter is not available in the area, the SASI sends the request to the MOAA headquarters.

7.12.13. Veterans of Foreign Wars (VFW) Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.



7.12.13.1. This award is presented annually to an outstanding second-year or third-year cadet in a 3-year program (third-year or fourth-year cadet in a 4-year program) who is actively engaged in the AFJROTC program and who possesses individual characteristics contributing to leadership. Each cadet must:

- Display a positive attitude toward the AFJROTC program.
- Be enrolled as a 10th-12th grade AFJROTC student.
- Maintain a "B" average in AFJROTC curriculum and a "C" average in all remaining subjects with no failing grades in the previous semester.
- Be active in at least one other student extracurricular activity (i.e., music, athletics, student government, etc.).
- Not be a previous recipient of this award.

7.12.13.2. The SASI selects the recipient subject to the final approval of the sponsoring VFW chapter. The SASI requests the award from the nearest local post in February for presentation in April or May. A VFW representative will present the award at an appropriate ceremony. If no local post is available, or if the local post does not offer the award, obtain information by contacting the headquarters of the Veterans of Foreign Wars of the United States.

7.12.14. National Society United States Daughters of 1812 Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.



7.12.14.1. This award is presented annually, at the SASI's discretion, for academic excellence, leadership, military discipline, dependability, patriotism and upright character in speech and habits.

7.12.14.2. The SASI selects the recipient subject to the final approval of the state's National Defense Committee.

7.12.15. National Sojourners Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular



uniform days.

7.12.15.1. This award is presented annually to an outstanding first-year or second-year cadet (second-year or third-year cadet in a 4-year program) who contributed the most to encourage and demonstrate Americanism within the corps of cadets and on campus. Each cadet must:

- Be in the top 25% of their academic class.
- Encourage and demonstrate ideals of Americanism.
- Demonstrate potential for outstanding leadership.
- Not be a previous recipient of this award.

7.12.15.2. The SASI selects the recipient subject to the final approval of the sponsoring National Sojourners chapter. The SASI requests the award from the nearest local chapter in February for presentation in April or May. A representative from the National Sojourners will make the award presentation at an appropriate ceremony. If no local chapter is available or if the local chapter does not offer the award, contact the headquarters of the National Sojourners.

7.12.16. Scottish Rite, Southern Jurisdiction Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.



7.12.16.1. This award is presented annually to an outstanding second-year cadet in a 3-year program or third-year cadet in a 4-year program. Each cadet must:

- Contribute the most to encouraging Americanism by participating in LDR activities or community projects.
- Demonstrate academic excellence by being in the top 25% of their class.
- Demonstrate the qualities of dependability, good character, self-discipline, good citizenship and patriotism.
- Not be a previous recipient of this award.

7.12.16.2. The SASI selects the recipient and requests the award from the nearest Scottish Rite Valley of the Southern Jurisdiction at any time during the calendar year. With a 30-day notice, a representative of the Scottish Rite Valley of the Southern Jurisdiction will make the presentation at an appropriate ceremony. If no local unit is available, or if the local unit does not offer the award, obtain information by contacting the national headquarters of the Scottish Rite Valley of the Southern Jurisdiction. The star worn on the ribbon must be procured with private or unit funds and will not be furnished by the sponsoring organization.

7.12.17. Military Order of the Purple Heart Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.



7.12.17.1. This award is presented annually to an outstanding underclassman (first-year, second-year, or third-year cadet) who is enrolled in the AFJROTC program and demonstrates leadership ability.

NOTE: Seniors are not eligible.

Each cadet must:

- Display a positive attitude toward AFJROTC and country.
- Hold a leadership position in the cadet corps.
- Be active in school and community affairs.
- Attain a grade of “B” or better in all subjects for the previous semester.
- Not be a previous recipient of this award.

7.12.17.2. The SASI selects the recipient and requests the award from the nearest Military Order of the Purple Heart unit in February for presentation in April or May. A representative of the Military Order of the Purple Heart will make the presentation at an appropriate ceremony. If no local unit is available, or if the local unit does not offer the award, obtain information by contacting the national headquarters of the Military Order of the Purple Heart.

7.12.18. Sons of the American Revolution (SAR) Award. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days.



7.12.18.1. This award is presented annually to an outstanding second-year cadet in a 3-year program or third-year cadet in a 4-year program who is enrolled in the AFJROTC program. The recipient must exhibit a high degree of leadership, military bearing, and all-around excellence in AS studies and not have previously received the award. Each cadet must:

- Be currently enrolled in the AFJROTC program.
- Rank in the top 10% of their AFJROTC class.
- Rank in the top 25% of their overall class.

7.12.18.2. The SASI and the principal select the recipient of the award not later than 1 March. The SAR national headquarters furnishes the secretary of each applicable SAR state organization with a list of the AFJROTC units in their state. A representative of SAR will present the award and correspond directly to each unit within their area. The SASI will arrange a presentation with the applicable state society or local chapter.

7.12.19. Military Order of World Wars Award. Cadets may only receive this award once.



Ribbon for this award may be worn on the cadet’s ribbon rack and worn on regular uniform days. (*Ribbon change: Cadets may wear either version of the MOWW until the current ribbon is back in stock.*)

7.12.19.1. This award is presented annually to an outstanding cadet who has committed to continuing the aerospace science program the following school year. Selection is based

on outstanding accomplishments or service to the AFJROTC unit.

7.12.19.2. The SASI, with the concurrence of the principal, selects the recipient and completes the Military Order of the World Wars (MOWW) citation by summarizing the cadet's outstanding accomplishments or service to the unit. The citation and request for the medal, certificate, and ribbon are sent to the nearest local chapter of the MOWW. The SASI will arrange for a MOWW representative to present at an appropriate ceremony. If a local chapter is unavailable, contact the MOWW National Headquarters. If a member is not available, any active, reserve, or retired commissioned officer may present the award.

7.12.20. American Veterans (AMVETS) Award. Cadets may only receive this award once.



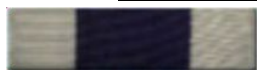
Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.

7.12.20.1. This award is presented annually to one qualified cadet who possesses the following individual characteristics contributing to leadership:

- Display a positive attitude toward AFJROTC programs and service in the Air Force.
- Uphold personal appearance standards (wearing of the uniform, posture, and grooming, but not physical characteristics per se).
- Exhibit personal attributes (initiative, dependability, judgment, and self-confidence).
- Demonstrate officer potential (capacity for responsibility, adaptability, and maintenance of high personal standards).
- Attain a grade of "A" (or the numerical equivalent) in their AS class.
- Be in good academic standing in all classes at the time of selection and at the time of presentation.

7.12.20.2. The SASI selects the recipient of the award and submits a brief nomination letter and biographical sketch of the cadet to the state AMVETS department where the school is located. An AMVETS representative will make the presentation if a participating local post or department representative is available. See Attachment 7-17 for list of award points of contact.

7.12.21. Air Force Sergeants Association (AFSA) Award. Cadets may only receive this



award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.

7.12.21.1. This award is presented annually to an outstanding second-year or third-year cadet in a 3-year program (third-year or fourth-year cadet in a 4-year program). The recipient must demonstrate outstanding qualities in military leadership, discipline, character, and citizenship. Each cadet must:

- Be in the top 10% of their AFJROTC class.
- Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.
- Not be a previous recipient of this award.

7.12.21.2. The SASI, as chairperson, with the ASI, recommends the recipient of the award at least 60 days prior to the desired presentation date, but not later than 15 April. The SASI requests the award and an AFSA presenter from the nearest AFSA chapter. If information on the nearest chapter is not available, or if there is no active AFSA chapter in the area, the SASI will contact the AFSA international headquarters; (please send an email to AFSA HQ at bhill@hqafsa.org) to obtain the name and address of the division president whose area of responsibility is nearest the requesting school.

7.12.22. Tuskegee Airmen Incorporated (TAI) Cadet Award. Cadets may only receive



this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.

7.12.22.1. This award is presented annually to two cadets. Recipients may be first-year, second-year, or third-year cadets (in a 3-year or 4-year program) and must meet the following criteria:

- Attain a grade of "B" or better in their AS class.
- Be in good academic standing.
- Actively participate in cadet corps activities.
- Participate in at least 50% of all unit service programs.

7.12.22.2. The SASI and ASI will select the recipients. The Tuskegee Airmen (TAI), Inc., Cadet Award ribbon is mailed to every AFJROTC unit from NC-022, Independence High School. AFJROTC units do not need to contact this unit to receive their allotted two ribbons per year and an informational letter. AFJROTC units requesting replacement ribbons must send a check for \$5.00 each to cover the cost of mailing up to two ribbons. The Tuskegee Airmen, Inc., Cadet Award certificate is posted in WINGS | Published Files.

7.12.23. The Retired Enlisted Association (TREA) Award. This award will no longer be



awarded and will be phased out at the end of AY29. Cadets previously awarded the ribbon may continue to wear it while enrolled in the program.

7.12.23.1. This award is presented for exceptional leadership to the most outstanding AFJROTC cadet while serving in an Enlisted Rank. The selected enlisted cadet must have shown outstanding leadership throughout the course of the school year.

7.12.23.2. SASI may download certificate for award at <http://voice.trea.org/pdfFiles/jrotc-certificate-with-border.pdf>

7.12.24. The Celebrate Freedom Foundation (CFF) Award for Excellence in Academic



Programs. Cadets may only receive this award once. Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.

7.12.24.1. This award is presented annually to 9th, 10th, 11th, or 12th grade students (including home-schooled students) enrolled in AFJROTC programs. Recipients must meet the following criteria to be eligible for nomination:

- Maintain outstanding personal appearance (uniform and grooming).
- Exhibit personal attributes such as initiative, judgment and self-confidence.
- Exhibit courteous demeanor (promptness, obedience and respect for customs).
- Show growth potential (capacity for responsibility, high productivity and adaptability to change).
- Possess the highest personal and ethical standards and strong positive convictions.
- Show the potential and desire to pursue a military career.
- Rank in the top 5% of his/her AS class with a grade average of A or numerical equivalent.
- Rank in the top 15% of his/her academic class.
- Display a positive attitude (toward AFJROTC and school).

7.12.24.2. SASI may nominate cadets for award at www.gocff.org/jrotc.

7.12.25. Air Commando Association Award. Cadets may only receive this award once.



Ribbon for this award may be worn on the cadet's ribbon rack and worn on regular uniform days.

7.12.25.1. This award is presented annually, at the SASI's discretion, for completing a one-page essay based on a historical AF Special Operations Mission possessing the 13 critical attributes of success: integrity, self-motivation, intelligence, self-discipline, perseverance, adaptability, maturity, judgment, selflessness, leadership, skilled, physical fitness, and family strength.

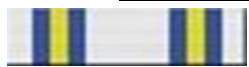
7.12.25.2. Ribbon will be mailed out to each AFJROTC unit no later than the last day of March. Certificate may be downloaded online at <https://aircommando.org/af-jrotc-air-commando-award/>

7.12.26. Distinguished Unit Award with Merit (DUAM). A ribbon awarded to cadets



enrolled at a unit that receives an overall rating of Exceeds Standards during their annual HQ AFJROTC assessment, and the unit is selected by HQ AFJROTC to receive the DUA. Both criteria must occur during the same academic year. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. For each additional ribbon earned, an additional small silver star will be awarded.

7.12.27. Distinguished Unit Award (DUA). A ribbon awarded to cadets enrolled during the



academic year when a unit is selected by HQ AFJROTC to receive the DUA. The unit will receive a congratulatory letter and a certificate of recognition which will be posted in WINGS. For each additional ribbon earned, an additional small silver star will be awarded.

7.12.28. Distinguished Cadet Corps (DCC) Award. A ribbon awarded to cadets in recognition of their performance during their annual HQ AFJROTC assessment, regardless of compliance-related checklist items. If units qualify for one of the DUAs, the unit/cadet will receive that award. When earning a DUA is not feasible, cadets will be eligible to earn the DCC. For each additional ribbon earned, an additional small silver star will be awarded.

7.12.29. Outstanding Flight Ribbon. A ribbon awarded each academic term to members of the outstanding flight under criteria determined by the SASI. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.30. Top Performer Award. A ribbon and certificate presented/awarded by HQ AFJROTC personnel during the unit's annual assessment. The award is presented to a maximum of 2% of the current unit cadet corps population (unduplicated headcount). Once awarded, the ribbon may be worn for the duration of a cadet's tenure in AFJROTC. For each additional ribbon earned, a bronze oak leaf cluster will be awarded.

7.12.30.1. All currently enrolled cadets may be considered, but specific consideration will be given to cadets not previously recognized for superior performance.

7.12.30.2. The Regional Director may select (SASIs may nominate) a maximum of 2% of a unit's cadets based on a cadet's performance in the following key areas: Leadership and job performance: in primary duty and specifically in preparation for the unit's assessment. Leadership qualities: involvement and positions held within the Cadet Corps or in Leadership Development Requirement activities. Academic performance: nominees must be in good academic standing in all high school course work, significant self-improvement, community involvement, and other accomplishments.

7.12.31. Outstanding Cadet Ribbon. A ribbon awarded annually to the outstanding first-year, second-year, third-year, and fourth-year cadets. The recipient from each class must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and attain academic and military excellence. Cadets chosen as "AFJROTC Cadet Leadership Award" winners will be awarded the "Outstanding Cadet Ribbon" with silver star. Exception: If a cadet has previously earned the Outstanding Cadet Ribbon or earns it in the future, that cadet will wear only one ribbon; that would be the Outstanding Cadet Ribbon with silver star, since that award is of higher precedence.

7.12.32. Leadership Ribbon. A ribbon awarded for outstanding performance in a position of leadership as an AFJROTC cadet. Ensure recognition of cadets who have consistently displayed outstanding leadership ability above and beyond

expected performance. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.33. Superior Performance Ribbon. A ribbon awarded to no more than the top 10% of the cadet corps annually for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. Present the ribbon for a single or sustained performance of a superior nature. Ensure award is presented in recognition of achievements and services which are clearly outstanding and exceptional when compared to the achievements and accomplishments of other cadets. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded.



7.12.34. Achievement Ribbon. A ribbon awarded for a significant achievement in AFJROTC or other school activities/events. Individuals may not receive more than one ribbon during a 1-year period. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded.



7.12.35. Academic Ribbon. A ribbon awarded for academic excellence as signified by attaining an overall grade point average of at least “B” for one academic term (cadet may only receive one award annually), in addition to an “A” average in AFJROTC. Criteria for this award should be published in local guidance. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded



7.12.36. Cadet Leadership Course (CLC) Ribbon. A ribbon awarded for completion of an approved leadership school program of at least 5 days in duration. For each additional CLC completion, an additional bronze star will be awarded. Silver Star will be awarded for outstanding performance or leadership ability at a CLC instead of the Bronze Star. Limit the Silver Star to 10% of the class. Exception: If a cadet has earned the CLC Ribbon or earns it in the future, that cadet will wear only one ribbon; that would be the CLC Ribbon with silver star, since that award is of higher precedence. Criteria for this award should be published in local guidance.



7.12.37. Special Teams Placement Ribbon. A ribbon awarded to team members for placing 1st, 2nd, or 3rd in an Air Force or Joint Service (local, regional, state or national level) competition to include Drill Teams, Color Guard Teams, Marksmanship Rifle Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, StellarXplorers, etc. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.



7.12.38. All-Service National Competition Award. A medal/ribbon awarded to team members who competed at a Joint/All Service national-level competition to include Drill Teams, Color Guard Teams, Marksmanship Rifle Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, StellarXplorers etc. For each additional



ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster. Medal/Ribbon may be obtained from the host of the competition or purchased via the accoutrement's contract.

7.12.39. Air Force Nationals Competition Award. A medal/ribbon awarded to team  members who competed at an Air Force only national-level competition to include Drill Teams, Color Guard Teams, Marksmanship Rifle Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, StellarXplorers etc. For each additional ribbon earned an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster. Medal/Ribbon may be obtained from the host of the competition or purchased via the accoutrement's contract.

7.12.40. Leadership Development Requirement (LDR) Leadership Ribbon. A ribbon  awarded at the SASI's discretion for leadership in AFJROTC Leadership Development Requirement activities (such as, but not limited to, PT team commander, orienteering team commander, drill team commander, color guard team commander, dining-in chairperson, military ball chairperson, etc.). Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.41. Orienteering Ribbon. A ribbon awarded to team members for completing a unit-specific Orienteering program as part of the unit curriculum. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.42. Drill Team Ribbon. A ribbon awarded to cadets who participated on the drill team  for an entire year/drill season and must have competed in at least three (3) drill performance events (cumulative) (i.e., competitions, special school events, community demonstrations, etc.). Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.43. Color Guard Ribbon. A ribbon awarded to cadets who perform at least five (5)  color guard performance events (cumulative). Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.44. Saber Team Ribbon. A ribbon awarded to cadets who perform at least three (3)  saber team performance events (cumulative). Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.45. Marksmanship Team Ribbon. A ribbon awarded to cadets who participate on the  marksmanship team for an entire year/season and must have competed in at least one (1) marksmanship competition event. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.46. USAA Educational Foundation (EF) Joint Service Academic Bowl (JLAB) Ribbon. A ribbon awarded to cadets who participate in the Joint Leadership and Academic Bowl (JLAB) Practice Test and the subsequent rounds of JLAB competition. The award recognizes individual efforts toward achieving a clear understanding of core subjects including math, science, language arts, leadership, current events, and financial literacy. This ribbon replaces the former AFJROTC JLAB Team Ribbon. The former JLAB Ribbon may not be worn; it will be replaced with the new USAA EF JLAB Ribbon to qualifying cadets. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded.

7.12.47. CyberPatriot Ribbon. A ribbon awarded to cadets who are members of the  CyberPatriot team for at least one (1) year/season. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

NOTE: This ribbon replaces the CyberPatriot pin, which is not authorized for wear on the cadet uniform.

7.12.48. StellarXplorers Ribbon. A ribbon awarded to cadets who are members of the  StellarXplorers team for at least one (1) year/season. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

NOTE: This ribbon replaces the StellarXplorers pin, which is no longer authorized for wear on the cadet uniform.

7.12.49. Raiders Team Ribbon. A ribbon awarded to cadets who are members of the  Raiders Team for at least one (1) year/season. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.50. Military Model Building Team Ribbon. A ribbon awarded to cadets who are  members of the Military Model Building Team for at least one (1) year. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the bronze oak leaf cluster.

7.12.51. Unmanned Aircraft Systems (UAS) Ribbon. A ribbon awarded to cadets who are members of the UAS team for at least one (1) year. UAS vehicles include multi-copters, drones, and remote-controlled aircraft/vehicles. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.52. Robotics Ribbon. A ribbon awarded to cadets who are members of the Robotics club/team for at least one (1) year. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.53. Good Conduct Ribbon. A ribbon awarded to cadets for maintaining good conduct as an AFJROTC cadet. To qualify for this ribbon, cadets must not have received a referral (this includes no ISS/OSS) for an academic term (cadet may only receive one award annually). An oak leaf cluster will be added to this ribbon for each year of qualifying membership beginning with the second year. Criteria for this award should be published in local guidance.

7.12.54. Service Ribbon. A ribbon awarded for distinctive performance in school, community, or AFJROTC service projects. Limit to members whose active participation in a service project contributed significantly to the goals of the organization.

NOTE: Participation in Drill Teams, Saber Teams or Color Guard Teams alone does not qualify for the Service Ribbon (see above criteria for these other ribbons) unless community service hours are also awarded. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.55. Health and Wellness Ribbon. A ribbon awarded for participation in the unit health and wellness physical fitness program for an academic year/term. All cadets who participate in the unit's wellness program may receive the Health and Wellness Ribbon. Subsequent award of the Health and Wellness Ribbon will be denoted by the addition of a Bronze Oak Leaf cluster to the ribbon for each additional year of award. Cadets who score in the Physical Fitness Test's 75-84% will receive a Bronze Star device; 85-95% will receive a Silver Star device; and 96-100% will receive a Gold Star device. These cadets, if already wearing the ribbon with oak leaf cluster(s), will wear the highest-level Star Device(s) affixed to the wearers' right of the ribbon. Only the star representing the higher percentile score will be worn.

NOTE: The Physical Fitness Test percentiles are computed automatically under the PFT-Mass Assessment in WINGS) Criteria for this award should be published in local guidance.

7.12.56. Recruiting Ribbon. A ribbon awarded for outstanding effort in support of unit recruiting activities. Cadets must have directly contributed to the recruitment

of two new members to AFJROTC. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.57. Activities Ribbon. A ribbon awarded for participation in Leadership Development Requirement (LDR) activities other than those that qualify for a ribbon on the ribbon chart. These include, but are not limited to, model rocketry clubs, sports teams, and any other LDR team event that does not currently have a ribbon on the ribbon chart. An oak leaf cluster will be added to this ribbon for each year of membership beginning with the second year. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster

7.12.58. Attendance Ribbon. A ribbon awarded to cadets who have no more than three (3) school absences during an academic term. Cadets may only receive one award annually. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded.

7.12.59. Dress and Appearance Ribbon. A ribbon awarded to cadets who maintain a 90% or higher average on all uniform grades. Cadets receiving this award will maintain the highest grooming and dress standards possible. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.60. Longevity Ribbon. A ribbon awarded for successful completion of each AFJROTC school year or semester. Cadets may only receive one award annually. Cadets in a 4X4 block schedule taking AFJROTC classes both semesters during a school year may only receive one ribbon and/or cluster for that school year. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded.

7.12.61. Bataan Death March Memorial Hike Ribbon. A ribbon awarded to honor and remember the sacrifices of the victims and survivors of World War II's Bataan Death March. AFJROTC units may conduct an optional 14-mile Bataan Death March Memorial Hike. This event must be accomplished on a locally determined 14-mile course (trails, road courses, tracks, etc.). Units may complete the full hike in a span of one to no more than 3 days. Cadet safety must be monitored at all times and advanced planning for any first aid/medical attention is paramount. Cadets who complete the entire 14-mile hike are authorized to wear the ribbon. Additionally, no fees can be charged to participate in the Memorial March. However, units are encouraged to collect donations which will be given to reputable organizations that benefit disabled veterans such as The Air Force Association's Wounded Airman Program, the Wounded Warrior Project, Special Operations Warrior Foundation, etc. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single

silver oak leaf cluster will be used for the award for the fifth bronze oak leaf cluster.

7.12.62. Patriotic Flag Ribbon. A ribbon awarded for participation in non-color guard



events specifically designed to honor our nation's flag. Such events include flag raising ceremonies, flag retirement ceremonies, flag folding ceremonies, and historical flag demonstrations. To receive this award, cadets must have participated in a minimum of five flag events. Criteria for this award should be published in local guidance. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. A single silver oak leaf cluster will be used for the award of the fifth bronze oak leaf cluster.

7.12.63. Resiliency Ribbon. A ribbon awarded by the SASI to any cadet who has displayed



a high amount of resiliency to life events. Principally intended to denote resilience in the face of COVID-19 to cadets who were enrolled in AFJROTC course of study from 1 March 2020 to 30 June 2022. A course of study is defined as any cadet who was enrolled in, participated in, and completed an on-line, virtual, or on-campus, in-person, AFJROTC course during this period. The ribbon is now expanded to those who in the SASI's discretion have overcome significant life challenges (significant illness, tragedy at home such as fire or destruction by storm) and have shown resilience to overcome those events and press on as a cadet. For each additional ribbon earned, an additional bronze oak leaf cluster will be awarded. (Phased out end of AY27)

7.7.64. Civil Air Patrol Ribbons. The following authorized ribbons (from highest to lowest precedence) can be worn on the AFJROTC uniform by cadets participating in the Civil Air Patrol cadet program:

7.12.64.1. General Carl A Spaatz Award.



7.12.64.2. General Ira C. Eaker Award.



7.12.64.3. Amelia Earhart Award.



7.12.64.4. General Billy Mitchell Award.



7.12.64.5. General J.F. Curry Award.



SPECIALIZED AFJROTC AND SFJROTC UNIFORMS
(Drill, Color Guard, Exhibition, Airman Battle Uniform (ABU), Operational Camouflage Pattern (OCP), Semi-Formal, and Physical Fitness)

7.13. Drill Team, Color Guard, and Exhibition Uniforms – these uniforms WILL NOT be worn on regular uniform days. It is important that AFJROTC cadets properly represent the Air Force during events and competitions. All drill team, color guard and exhibition uniforms must be a distinctive Air Force dress uniform. This means 1) a combination of the normal Air Force blue pants/skirts, light blue shirt, blue service dress coat, or lightweight blue jacket or, 2) the ABU or OCP uniform. Normal blue or ABU/OCP uniforms are visually depicted in Chapter 7 of this Operational Supplement. **Unit specific criteria should be published in local guidance.**

7.13.1. Units may accessorize their blue drill team, color guard or exhibition uniforms with the following items only. No waiver is needed for any of the items listed below. Additionally, **NO WAIVER will be granted for any items not listed below.**

7.13.1.1. Headgear for Drill Team, Color Guard, and Exhibition Uniforms.

7.13.1.1.1. Berets may be worn with all uniform combinations. Solid color **white, dark blue (color code 1620) or black ONLY**, with AFJROTC officer rank insignia or mini-Hap Arnold Insignia pin. The former officer/enlisted flight cap emblems will not be worn on the beret. The wear of a “Beret Flash” or mini unit patch is not authorized. Berets may be worn on regular uniform days. No other color berets may be worn, and no waiver will be granted for any other color OR insignias other than those listed above. See Operational Supplement Chapter 8, Finance Guide, for purchasing authority.

7.13.1.1.2. Service Caps (wheel and bucket hats, dark Air Force blue color only) may be worn. Females are authorized to wear the male Service Cap. Silver braid headband straps may be worn on the Service Cap **ONLY** while the cadet is performing **in an event or competition. Cadets will wear the black headband strap during regular uniform days.** See Operational Supplement Chapter 8, Finance Guide, for purchasing authority.

7.13.1.1.3. Service Caps (wheel and bucket hats) will be free of any embroidery. No waiver will be granted to change the color or authorize the use of embroidery on the Service Cap.

7.13.1.1.4. Service Cap insignia. Cadet officers may wear the highly polished/chrome Hap Arnold Wings or the large highly polished/chrome Cadet Officer Insignia on the Service Cap (wheel and bucket hats). Enlisted cadets may only wear the highly polished/chrome Hap Arnold Wings. See Operational Supplement Chapter 8, Finance Guide, for purchasing authority.

7.13.1.1.5. Chrome Helmets are no longer authorized for wear and are to be removed from inventory.

7.13.1.1.6. Flight Cap. Males must wear the male version, and females are authorized to wear both the male and female version of the flight cap.

7.13.1.1.7. Black Watch Cap: Authorized with all uniforms including PT gear as determined by the SASI. The OCP watch cap may only be worn with OCPs. The OCP Fleece Cap is authorized with OCPs. See attachment 7-6c for configuration.

7.13.1.2. Solid-colored ascots may be worn. Colors may be locally determined, but must be one solid color, conservative, and in good taste, and should be defined in local guidance. Units may embroider a logo/team name/mascot or place a unit patch on the ascot. Ascots will not be worn on regular uniform days. Ascots are **not** authorized with the ABU or OCP. See Operational Supplement Chapter 8, Finance Guide, for purchasing authority.

7.13.1.3. Gloves may be worn. Colors will be solid but no more than two colors. Colors will be locally determined, but must be conservative and in good taste, and should be defined in local guidance. Gloves will not be worn on regular uniform days. **Only** cold weather gloves are authorized with ABUs/OCPs. See Operational Supplement Chapter 8, Finance Guide, for purchasing authority.

7.13.1.4. Shoulder cords may be worn. One “infantry” style shoulder cord will be worn on the left shoulder, grounded to the shoulder seam, with **no metal tips, and no wider than 1-inch (no aiguillettes, citation cords, or extra loops inside or outside the arm)**. Color(s) will be locally determined (does not have to be a solid color, can be multi-color), must be **conservative, in good taste**, and should be defined in local guidance. Shoulder cords may be worn on regular uniform days. Shoulder cords are not authorized to be worn on the lightweight blue jacket. See Operational Supplement Chapter 8, Finance Guide, for purchasing authority.

7.13.1.5. Blue pants may be modified to have a 3/4-inch braid, silver, blue or black, sewn on the outside length of the pants. These pants will not be worn on regular uniform days. See Operational Supplement Chapter 8, Finance Guide, for purchasing authority.

7.13.1.6. Service Dress jacket may be modified to have a 1/2-inch braid, silver, blue, or black only sewn 3 inches from bottom of sleeve. These jackets will not be worn on regular uniform days. See Operational Supplement Chapter 8, Finance Guide, for purchasing authority.

7.13.1.7. Lightweight Blue Jacket. Males must wear the male version, and females are authorized to wear wither the female version or the male version. The jacket may be worn indoors and outdoors but must be zipped at least halfway up when worn. It may be worn with civilian clothes when rank insignia is removed. Shoulder cords and ascots are not authorized on the lightweight blue jacket. See Attachment 7-8 for configuration.

7.13.1.8. Wear of Color Guard and Saber harnesses (i.e., Sam Brown Belt with shoulder

strap) is authorized only when performing color guards or commanding during a drill sequence. Harness and color guard web/parade belts may be black, dark blue, white and black/white clarino (high gloss). USAF Honor Guard Ceremonial Belt (Hap Arnold insignia) may also be worn. Harness and web/parade/ceremonial belts must be removed when not performing a color guard or drill sequence and cannot be worn during awards ceremonies. See Operational Supplement Chapter 8, Finance Guide, for purchasing authority.

7.13.1.9. Belts for trousers must be only blue in color. No waiver will be granted for wear of any other color. Female cadets are authorized to wear either the male or female version of the belt.

7.13.1.10. Units may wear the USAF Honor Guard Ceremonial Belt, with the Hap Arnold Wings and heavy/medium weight (pistol, military police) web belts during drill performances or color guard events only. **These belts will not be worn on regular uniform days.** See Operational Supplement Chapter 8, Finance Guide, for purchasing authority.

7.13.1.11. Wing and Star buttons on the Service Dress uniform **may NOT** be highly polished (chrome). Buttons will have the standard satin finish only. No waiver will be granted for wear of any other style or finish on the buttons.

7.13.2. Prohibited items on Drill Team, Color Guard, and Exhibition Uniforms.
Waivers will NOT be granted for items listed below.

7.13.2.1. Embroidery on the Air Force blue drill team uniform is not authorized (i.e., on the back of the blue shirt collar or shoulder yoke). No waiver will be granted for wear of such items.

7.13.2.2. Specialized unit rank, stars or other unit-produced rank/shoulder boards are not authorized (e.g., team or school name on shoulder boards, or a custom unit rank for drill team members). No waiver will be granted for wear of such items.

7.13.2.3. Arm wrist/sweat bands are not authorized. No waiver will be granted for wear of such items.

7.13.2.4. Spats (shoe covers) are not authorized. No waiver will be granted for wear of such items.

7.13.2.5. Embroidery on the service cap is not authorized. Service Caps (wheel and bucket hats) will be Air Force blue. Additionally, “thunder and lightning” on the hat brim is not authorized for wear by cadets. No waiver will be granted for wear of such items.

7.13.2.6. Military Training Instructor (MTI) style headgear (i.e., Aussie Outback/Slouch and Smoky the bear hats) are not authorized. No waiver will be granted for wear of such items.

7.13.2.7. Base Honor Guard (BHG) Breast Badge (BHG cookie) is not authorized. No waiver will be granted for wear of such items.

7.13.2.8. Footwear:

7.13.2.8.1. Newly enrolled cadets in AFJROTC will be issued a new pair of oxford (leather) shoes or Corfam shoes. See Operational Supplement Chapter 8, Finance Guide, for purchasing authority. Black boots may be issued on an as-required basis to the unit's Color Guard or Drill Team. Black boots are restricted to wear with blues only. Spray boots with disinfectant spray before reissuing. This rule does not apply to the standard oxford shoes or Corfam shoes. **Coyote brown boots will be worn with OCPs. Green or tan boots may NOT be worn with the OCPs.**

7.13.2.8.2. Pumps. Can be worn with any female blue uniform combination. Black pumps will be low cut and rounded throat (the top opening) with a raised heel no higher than 3 inches (measured from the inside sole of the shoe to the end of the heel lift). The tip of the heel cannot be less than 1/2-inch in diameter or larger than the body of the shoe. Pointed or squared toes and extreme heel shapes are not authorized. They will be plain, clean, and serviceable, and without ornamentation such as buckles, bows or straps. The material will be smooth, scotch-grained leather or a manmade material. They may be high-gloss or patent finish.

7.13.2.8.3. Slip-on Shoes. Can be worn (optional) with the service dress and services uniforms (authorized with all blue maternity uniforms). Commercially designed step-in shoe where the top of the shoe goes over the top of the foot (not mule-types without backs) with rounded toe or plain rounded capped toe. Pointed or squared toes and extreme heel shapes are not authorized. They will be plain, clean, and serviceable, and without ornamentation such as buckles, bows or straps. The material will be smooth, scotch-grained leather or a manmade material. They may be high-gloss or patent finish. Crocs™, Bubble Slides™, or any similar shoes are not authorized with any uniform combination.

7.13.3. Airman Battle Uniform (ABU) and Operational Camouflage Pattern (OCP) uniforms.

7.13.3.1. ABUs and OCPs may be worn as Drill Team, Color Guard, and Exhibition Uniform. Ascots, ceremonial gloves, and/or black boots will not be worn with the ABU/OCP uniform. No waiver will be granted for wear of such items.

7.13.3.2. Cadets may wear a Unit T-Shirt with the ABU/OCP uniform. The Unit T-Shirt will be standardized and a solid color. Unit T-Shirt may be worn without ABU/OCP Blouse during any Cadet Leadership Course (CLC), Raiders Team or Sports/Fitness Competition.

7.13.3.3. ABUs will be worn with the ABU patrol cap, authorized beret, or with a plain dark blue American made baseball cap and sage green or Coyote brown boots. Black

boots are not authorized for wear with the utility uniform. ABU pants must always be properly bloused over the boots. Boots may be reissued to cadets. Spray boots with disinfectant spray before reissuing the boots. No ascots or gloves will be worn with the ABU uniform.

7.13.3.4. OCPs will be worn only with the OCP patrol cap or beret and Coyote brown boots. Black, green or tan boots and/or baseball caps are NOT authorized for wear with OCPs. Boots must be between 8-12 inches in height (measured from the bottom of the heel tread to the top of the back of the boot) and soling material will not exceed 2 inches in height. Laces will either be tied and tucked in the boot or tied and wrapped around the boot. The American Flag patch is mandatory and will be full color (cloth) centered at the top of Velcro on the right shoulder. OCP pants must always be properly bloused over the Coyote brown boots. Coyote brown boots may be reissued to cadets. Spray boots with disinfectant spray before reissuing boots. No ascots or ceremonial gloves will be worn with the OCP uniform.

7.13.4. Semi-Formal Dress Uniform. Semi-formal dress is worn for social functions of a semi-formal or official nature as prescribed by the SASI and not during regular weekly uniform days. When in semi-formal dress, headgear is not worn, and saluting is not required.

7.13.4.1. The semi-formal dress uniform coat is the service dress uniform coat without a name tag.

7.13.4.2. Cadets may wear medals with the semi-formal uniform at events such as dining ins/outs, military ball, awards ceremonies, picture day or other formal events as specified by the SASI. Large medals will be worn on the semi-formal uniform coat 1/2-inch below the top of the welt of the pocket, centered on the pocket. Additionally, AFJROTC ribbons may be worn on the semi-formal uniform; however, if medals are worn, ribbons will not be worn (no mixing).

7.13.4.3. Shirts. Cadets may wear either the Air Force long-sleeve light blue shirt or a white long-sleeved shirt. The white long-sleeve shirt will be plain, knit, or woven, commercial type with a short or medium point collar, with button or French cuffs. Shirts will be tucked into the trousers. **Female cadets may wear a white long-sleeve blouse similar in style to the men's white long-sleeve shirt.** A white V-neck or athletic style tank top, or crew neck style (Air Force long-sleeve light blue shirt only) undershirt will be worn under the shirt.

7.13.4.4. Tie/Tab. Cadets may wear either a blue polyester or silk, herringbone twill tie/tab with the blue or white long-sleeved shirt. The bowtie is no longer authorized.

7.13.4.5. Trousers or skirts. The semi-formal dress uniform trousers or skirt are the same as the service dress uniform trousers or skirt. No stripes (braiding) on the outside length of the trousers are authorized for wear on the semi-formal dress uniform.

7.13.4.6. Belt and buckle. The semi-formal dress uniform belt and buckle are the same as

the service dress belt and buckle.

7.13.4.7. Headgear. Headgear is not worn with the semi-formal dress uniform.

7.13.4.8. Mess Dress Uniform is not authorized for wear by AFJROTC cadets.

7.13.5. Generic name tags and generic name tapes (for example, “Cadet” or “AFJROTC”) are NOT authorized for wear on any AFJROTC cadet uniform or on the back of the OCP cap. Only the cadet’s last name is authorized on the name tag and name tape worn with cadet uniforms.

7.13.6. Class A and Class B Uniform. The service dress uniform is worn as Class A and the service blue uniform as Class B. The Class A uniform is worn with the service dress coat. The Class B uniform is worn without the service dress coat. Gig Line will be straight and neat.

7.13.7. Gig Line. When members wear shirts tucked into trousers or slacks with front fly opening, the button front edge of the shirt, the outside of the belt buckle (when required), and the edge of the fly will align. This alignment creates a gig line.

7.13.8. Physical Training Gear (PTG) and Physical Fitness Training (PFT) gear.

7.13.8.1. Physical Training Gear (PTG). PTG refers to the Air Force Physical Training Uniform that may be ordered through FEDMALL.

7.13.8.2. Units may design and locally purchase customized Physical Fitness Training (PFT) gear and sweatpants/shirts **to promote** esprit-de-corps within the unit (usually school colors). Air Force PTG may be mixed with locally purchased PFT gear as long as the unit is standardized. During the cadet leadership courses (CLC) cadets may wear PFT gear given by the CLC host and may be mixed with Air Force PTG. Air Force funds may not be used to purchase unit (customized) PFT gear.

Figure 7.1. Air Force Physical Training Gear (PTG)



Figure 7.2. Sample design, Physical Fitness Training (PFT) gear. Units may design, locally purchase and wear PFT gear that is customized for the unit.



7.13.8.2. for additional information). Air Force funds may not be used to purchase unit (customized) PFT gear.

Figure 7.3. FEDMALL Air Force-funded Sweatpants and Sweatshirts (see para 7.13.8.2. for additional information). Air Force funds may not be used to purchase unit (customized) PFT gear.



7.13.8.3. Short-sleeved PTG/PFT shirt. **The short-sleeved shirt can be tucked into shorts or worn untucked.** Do not remove or cut sleeves. PTG undershirts, short- and long-sleeved form fitting undershirts, (i.e., Spandex, Lycra™ or elastic material) may be worn and visible under the short-sleeved PTG shirt. Undershirt must be tucked in. There is no color restriction on the form fitting undershirt; undershirt may have visible small trademark logo.

7.13.8.4. Footwear. Cadets must wear appropriate footwear while engaging in physical fitness activities.

7.13.8.5. Headgear.

7.13.8.5.1. The SASI may authorize the wear of an optional baseball/sport cap with the PTG/PFT uniform. Caps will be a solid color that is conservative and in good taste. If authorized, caps will only be worn outdoors and have cadet officer rank affixed. Enlisted cadets will not wear rank on their caps.

7.13.8.5.2. Bandanas and other similar head scarves/headgear are not authorized.

CADET APPEARANCE AND GROOMING GUIDELINES

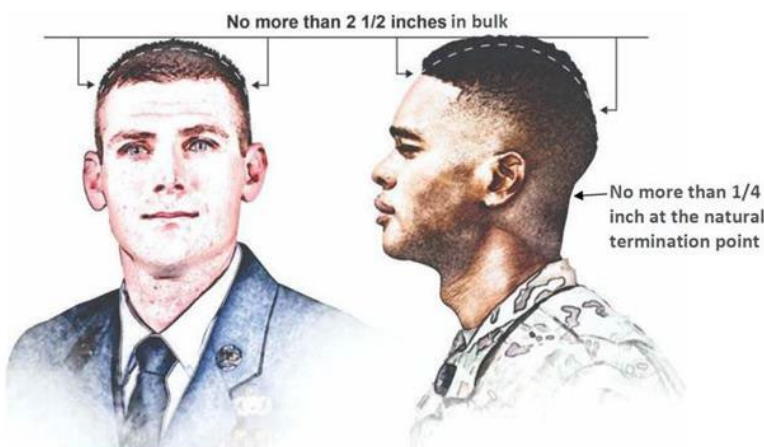
7.14. Personal Grooming Standards. This section outlines personal grooming while wearing any Air Force uniform. SASI's discretion may be used to determine if an individual's personal grooming is within standards of this operational supplement. The personal grooming standards listed are minimum standards that represent common appearance issues and are not all inclusive. Although cadets have the right, within established limits, to express their individuality through their appearance, the Air Force has defined what is and what is not an acceptable, professional military image for cadets. Except for minor variations based on gender differences, all AFJROTC cadets must comply with the same personal grooming standards. SASIs/ASIs are responsible for determining compliance with this operational supplement and correcting the obvious violations regardless of whether the situation is clearly written herein. SASIs do not have authority to waive grooming and appearance standards except as identified in this operational supplement.

7.14.1. Hair (General, Male/Female). Will be conservative, clean, well-groomed, and present a professional appearance. Regardless of hairstyle, hair must not exceed length and bulk standard and ensure proper wear of headgear. Will *not* contain excessive amounts of grooming aids (e.g., gel, mousse, pomade, or moisturizer), appear lopsided, touch either eyebrow (**Exception:** female bangs), or end below an imaginary line across the forehead at the top of the eyebrows that is parallel to the ground. If applied, dyes, tints, bleaches, and frostings must result in natural hair colors, present a natural appearance and be complementary to facial hair e.g., eyebrows, lashes, beards (if authorized for medical or religious reasons), etc. Examples of natural hair colors are brown, blonde, brunette, natural red, gray, or black. All cadets are authorized to wear natural color hair regardless of their natural born hair color, but when highlighted or frosted, the colors must blend as to create a natural appearance. **Example:** Hair colors may be displayed as a "salt-and-pepper" look as this presents a naturally blended hair color and is, therefore, authorized.

7.14.1.1. Males. Tapered appearance on both sides and the back of the head, both with and without headgear so that when viewed from any angle the member's hair conforms to the shape of the head, curving inward to the natural termination point. A block-cut is permitted with a tapered appearance. Hair will not exceed 2½ inches in bulk, regardless of length and 1/4-inch at natural termination point, allowing only closely cut or shaved hair on the back of the neck to touch the collar. Hair will not touch the ears or protrude under the front band of headgear. Cleanly shaven heads, military high-and-tight, or

flat top cuts are authorized. Cadets may have one (cut, clipped, or shaved) front to back, straight-line part, not slanted or curved, on either side of their head, above the temple. Part will not exceed 4 inches in length or 1/4-inch width. Hair styles must permit proper wear of the headgear.

Figure 7.4. Male Hair Examples:



Bulk is the distance that the mass of hair protrudes from the scalp. It is measured starting at the scalp and outward at a 90 degree angle.



Part will not exceed 4 inches in length or 1/4 inch in width.



Hair Bulk < 2 1/2 inches



Sideburns



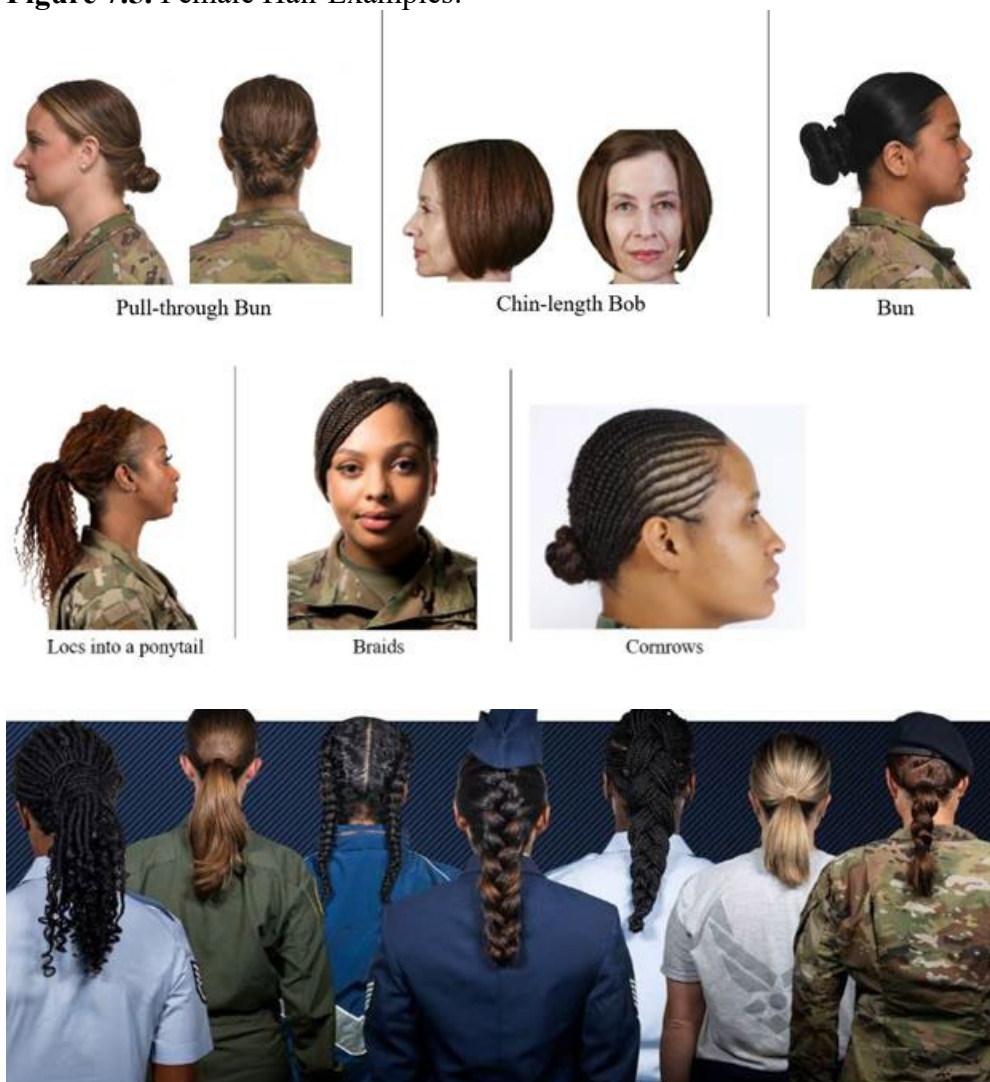
Mustache

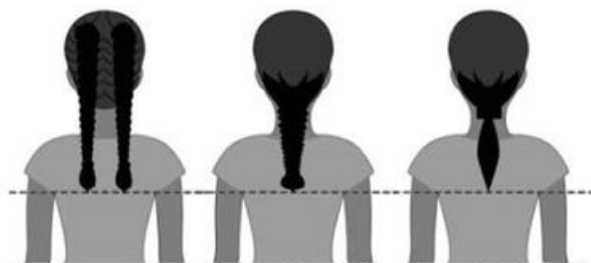
7.14.1.2. Females. Locs, braids, twists, micro-braids, French braids, Dutch braids, and cornrows are authorized. A braid or twist is two or more portions of interwoven hair. If adding additional hair, it must be a natural-looking color, matching the individual's hair color. Multiple locs, braids, twists or cornrows may come together down the back in one or two braids, or a single ponytail. All locs, braids and twists, when worn will be of

uniform dimension, no wider than one inch, with natural spacing between the locs, braids, and twists and must be tightly interwoven to present a neat, professional, and well-groomed appearance. Hair will not exceed 4 inches in bulk. Hair styles must permit proper wear of headgear.

NOTE: Head scarves are not authorized.

Figure 7.5. Female Hair Examples:





Hair may not extend below line below a running between the top of each sleeve inseam at the under arm through the shoulder blades.

7.14.2. Jewelry. While in uniform will be plain and conservative (moderate, being within reasonable limits; not excessive or extreme) as determined by the SASI.

7.14.3. Rings. Cadets may wear a total of no more than three rings. Wedding ring sets count as one ring when worn as a set. Rings will be worn at the base of the finger and may be worn on the thumb.

7.14.4. Necklaces. Will not be visible at any time. If worn, will be concealed under a collar or undershirt.

7.14.5. Bracelets. Cadets may wear one bracelet around their wrist. If worn, the bracelet will be conservative in design, no wider than 1/2-inch, black, gold or silver in color, and will not contain inappropriate pictures or writing. Medical alert/identification bracelets are authorized; if worn, medical alert/identification bracelets will be conservative and moderate. Bracelets espousing support for cause, philosophy, individual or group are not authorized.

Exception: Traditional metal POW/MIA/KIA bracelets, which come in colors besides silver, bronze, or gold, remain authorized. Ankle bracelets are not authorized.

7.14.6. Eyeglasses/Sunglasses. Will be worn in the manner for which they are made. Eyeglasses and sunglasses will not be worn around the neck or on top/back of head or exposed hanging on the uniform. Color, design, and ornamentation should be conservative in appearance and not detract from the uniform.

7.14.7. Bandages. When used for legitimate purposes, adhesive bandages worn on the skin (including band-aids and acne stickers) shall be transparent, standard flesh color, or a similar color to the cadet's skin tone.

7.14.8. Tattoos or Brands. Unauthorized Content/Locations. Tattoos/brands/body markings will not be on the head, face, tongue, lips, eyes, and scalp. Tattoos/brands/body markings anywhere on the body that are obscene, commonly associated with gangs, extremist, and/or supremacist organizations, or that advocate sexual, racial, ethnic, or religious discrimination are prohibited in and out of uniform.

7.14.9. Body Piercing/Ornamentation. Cadets in uniform are not allowed to attach or display articles, jewelry, or ornamentation to or through the ear, nose, tongue, or any exposed body part (including anything that might be visible through the uniform). Cadets may not

cover any of these articles with make-up or band aids.

7.14.9.1 Cadets are authorized to wear transparent piercing spacer(s) anywhere on their body while in or out of uniform. While in uniform, transparent piercing spacers (no larger than 6 millimeters) may be worn.

7.14.9.2 Plugs for gauge holes in the ear lobes are not authorized (regardless of color, i.e., flesh colored).

7.14.10. Dental Ornamentation. Teeth, whether natural, capped, or veneered, will not be ornamented with designs, jewels, initials, etc. The use of yellow gold, white gold, or platinum caps (permanent or temporary) merely to add ornamentation to the teeth and not required by dental/medical necessity is prohibited.

7.14.11. Backpacks. Cadets may wear a backpack on the left shoulder or both shoulders (not to interfere with rendering the proper salute).

7.14.12. Electronic Devices. Wear/use of an earpiece, any Bluetooth technology, or headphones, while in uniform, indoors or outdoors, is prohibited. **Exception:** Headphones and earphones (ear pods, ear buds, etc.) are authorized during travel on public transportation (i.e., bus, train or air travel).

7.15. Specific Female Cadet Grooming Guidelines.

7.15.1. Skirts. The length of the skirt may not vary beyond the top and bottom of the kneecap. The skirt will fit smoothly, hang naturally, and must not be excessively tight. Wearing hosiery with a skirt is optional. Choose a sheer nylon in a neutral dark brown, black, off black, or dark blue shade that complements the uniform and your skin tone.

7.15.2. Female Undergarments (Mandatory). Appropriate undergarments are required to be worn with all uniform combinations. Wear bra and underpants with all uniforms. Wearing a white V-neck style or athletic tank top undershirt when wearing open collar service uniforms is authorized. Undershirts will be tucked into slacks or skirts. Undershirts will not have pockets.

7.15.3 Female hair accessories. If worn, hair accessories (e.g., fabric scrunches, hairpins, combs, clips, headbands, elastic bands, barrettes, etc.) must be black or match hair color. Invisible hairnets and hairnets that match hair color are authorized. Headbands or fabric scrunches will not exceed 2-inches in width. Ornaments are *not* authorized (i.e., ribbons, beads, jeweled pins, etc.).

Figure 7.6. Female Hair Accessories.

**Scrunchie****Hair Clips**

7.15.4. Earrings. Female cadets may wear small (not exceeding six millimeters in diameter) conservative (moderate, being within reasonable limits; not excessive or extreme) round or square white diamond, gold, white pearl, or silver earrings as a set with any uniform combination. If cadet has multiple holes, only one set of earrings is authorized to be worn in uniform and will be worn in the lower earlobes. Earrings will match and fit tightly without extending below the earlobe unless the piece extending is the connecting band on clip earrings.

7.15.5. Cosmetics. Female cadets may wear conservatively styled cosmetics and eyelash extensions. If worn by female cadets, eyelash extensions will be the cadet's natural eyelash color and will not be excessive in length or touch the cadet's eyebrow and present a natural appearance. Lipstick, if worn by female cadets, will be a conservative shade that does not detract from the uniform. Eyeliner, if worn by female cadets, cannot extend past the corners of eye opening (i.e., winged liner not authorized).

7.15.6. Fingernails. If worn by females, nail polish will be a single color that does not detract from the uniform, nor can the nail polish be extreme in color. Some examples of extreme colors include, but are not limited to, purple, gold, blue, black, bright (fire engine) red and fluorescent colors. Do not apply designs to nails or apply two-tone or multi-tone colors; however, white-tip French manicures are authorized. Fingernails must not exceed 1/4 inch in length beyond the tip of the finger and must be clean and well groomed. Fingernails must not hinder the proper fit of uniform items.

7.16. Specific Male Cadet Grooming Guidelines.

7.16.1. Male Undergarments (Mandatory). Appropriate undergarments are required to be worn with all uniform combinations. Wear undershirt and underpants with all uniforms. Wear the white V-neck or athletic style tank top undershirt when wearing open-collar service uniforms only. Undershirt will be tucked into trousers. Undershirts will not have pockets.

7.16.2. Mustaches. Only male cadets may have mustaches. No portion of the mustache will extend below the lip line of the upper lip. The mustache will not go beyond a horizontal line extending across the corners of the mouth or beyond a vertical line drawn from the corner of the mouth. Mustaches must present a natural appearance to the cadet's hair color of the head. Mustache handlebars, twists, curls, and goatees are prohibited.

7.16.3. Facial Hair: Male Cadets must be clean-shaven when in uniform unless they have a current medical profile or religious accommodation. When authorized for medical reasons,

cadets will keep all facial hair trimmed to the same length, not to exceed 1/4-inch in length. Cadets granted a shaving waiver may shave or trim their facial hair to present a neat, clean, professional image.

Figure 7.7. Male Facial Hair Examples.



7.16.4. Sideburns. If worn, sideburns will be straight and even width (not flared); and will not extend below the bottom of the ear opening.

7.16.5. Cosmetics. Male cadets are not authorized to wear cosmetics.

7.16.6. Fingernails. Male cadets are not authorized to wear nail polish.

7.17. Specific Cadet Uniform Wear Guidelines.

7.17.1. School-Sponsored Military Ball with Awards Ceremony. The SASI will determine uniform requirements for all school-sponsored and local events.

7.17.2. Fundraising. There are no concerns with businesses contributing money to an AFJROTC booster club or other private clubs associated with AFJROTC that are NOT established by the Air Force as part of the program.

7.17.2.1. If businesses make a monetary donation, AFJROTC instructors and cadets may not advertise the business in return – particularly in uniform. Doing so would present the “appearance” of an Air Force endorsement of the businesses making the donation. Such an appearance could be interpreted as a violation of the Joint Ethics Regulation.

7.17.2.2. AFJROTC instructors and cadets will not solicit donations from any corporate entities or local businesses while in uniform.

7.17.2.3. Incorporating corporate sponsorship/local business donations to help boost

funding for your AFJROTC program is a great way to fund Leadership Development Requirements (LDR) for your cadets. The key is to contact your district and follow the above guidance to help keep sponsors and AFJROTC units within the scope of the Joint Ethics Regulation.

Attachment 7-1



Hap Arnold Optional
Enlisted/Officer Service
Cap Insignia



OFFICERS
SERVICE CAP
INSIGNIA



MODEL ROCKETRY
BADGE



Kitty Hawk Honor
Society Badge



DISTINGUISHED
CADET BADGE



SHOULDER TAB
METAL OR CLOTH



GROUND SCHOOL
BADGE



FLIGHT SOLO
BADGE



FLIGHT CERTIFICATE
BADGE



UNMANNED AIRCRAFT
BADGE

Cadets may only wear one of these badges on their uniform



AWARENESS
PRESENTATION
TEAM BADGE

Cadets can choose only one
badge. Either the APT badge or
the Marksmanship Shield. Follow
APT placement criteria if cadets
wear the Marksmanship Shield.



AEF BADGE

Badges/Insignia not listed here are unauthorized for wear.
Badges/Insignia not listed here are unauthorized for wear.

Attachment 7-2

AF/SF JROTC Rank Insignia**Cadet Rank**

No Insignia								
Cadet/ Airman Basic	Cadet/ Airman	Cadet/ Airman 1 st Class	Cadet/ Senior Airman	Cadet/ Staff Sergeant	Cadet/ Technical Sergeant	Cadet/ Master Sergeant	Cadet/ Senior Master Sergeant	Cadet/ Chief Master Sergeant
(c/AB)	(c/Amn)	(c/A1C)	(c/SrA)	(c/SSgt)	(c/TSgt)	(c/MSgt)	(c/SMSgt)	(c/CMSgt)

					
Cadet/ 2 nd Lieutenant (c/2Lt)	Cadet/ 1 st Lieutenant (c/1Lt)	Cadet/ Captain (c/Capt)	Cadet/ Major (c/Maj)	Cadet/ Lieutenant Colonel (c/Lt Col)	Cadet/ Colonel (c/Col)

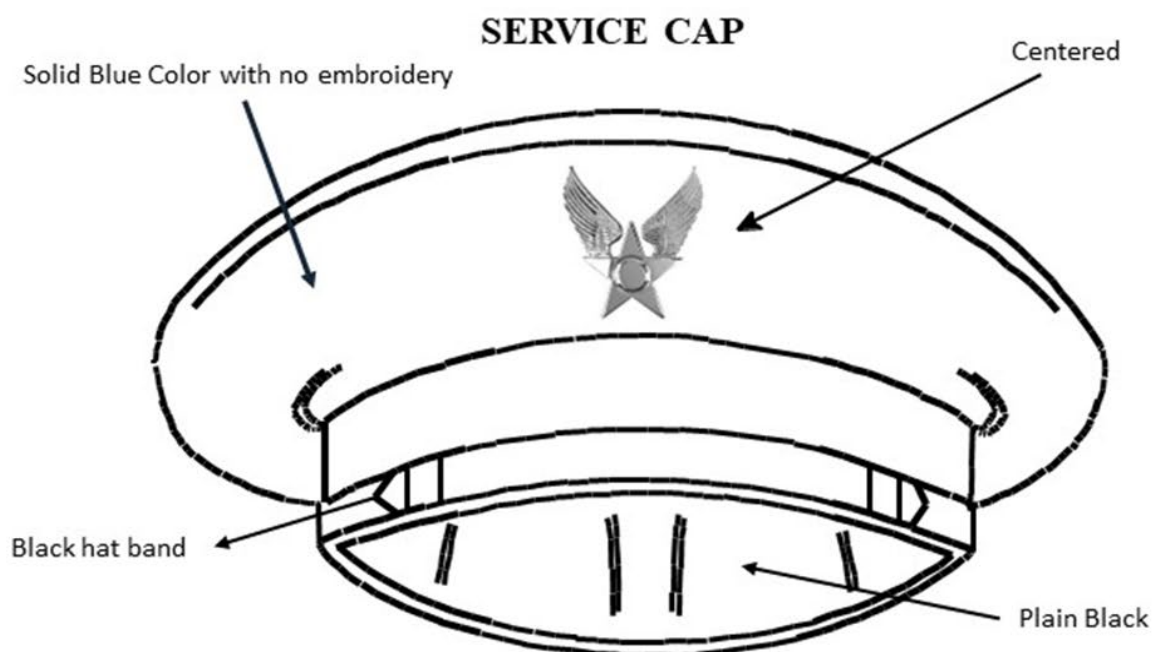
SF JROTC Rank Insignia

E-1/Spec 1
E-2/Spec 2
E-3/Spec 3
E-4/Spec 4
E-5/Sergeant

Note: The First Sergeant Device is NOT Authorized.

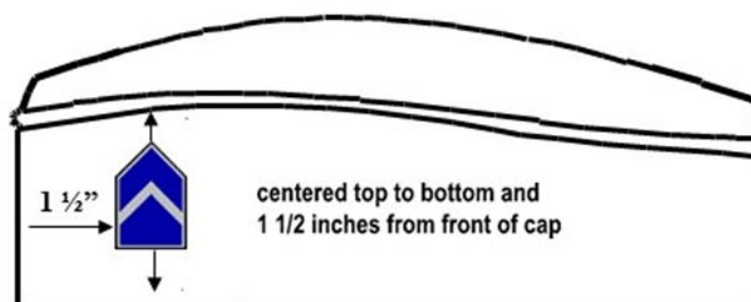
Attachment 7-3

CADET MALE HEADGEAR



Service Cap – Solid dark Air Force blue color only. Cadet officers may wear the AFJROTC officer hat insignia or the large Hap Arnold Wings insignia. Enlisted cadets may only wear the large Hap Arnold Wings insignia

FLIGHT CAP*



- Enlisted cadets will have no hat insignia on the flight cap.
- The former officer flight cap emblem will not be worn on the flight cap.

Attachment 7-4

CADET FEMALE HEADGEAR

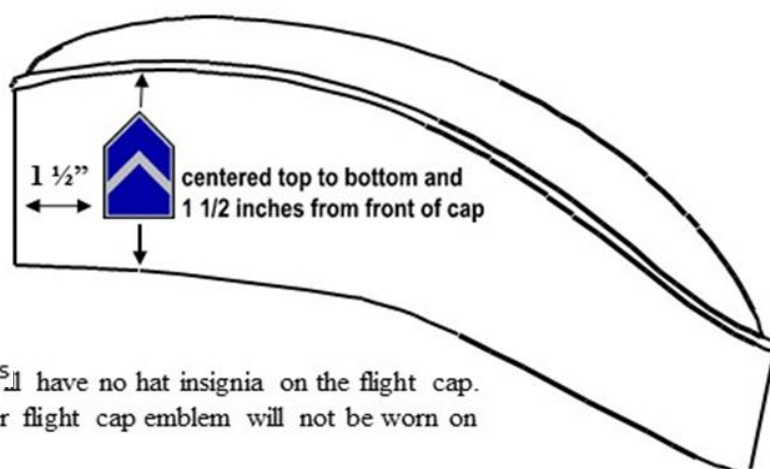
SERVICE CAP

Solid Blue Color with no embroidery



Service Cap - Solid dark Air Force blue color only. Cadet officers may wear the AFJROTC officer hat insignia or the large Hap Arnold Wings insignia. Enlisted cadets may only wear the large Hap Arnold Wings insignia.

FLIGHT CAP*



- Enlisted ~~R~~cadets have no hat insignia on the flight cap.
- The former officer flight cap emblem will not be worn on the flight cap.

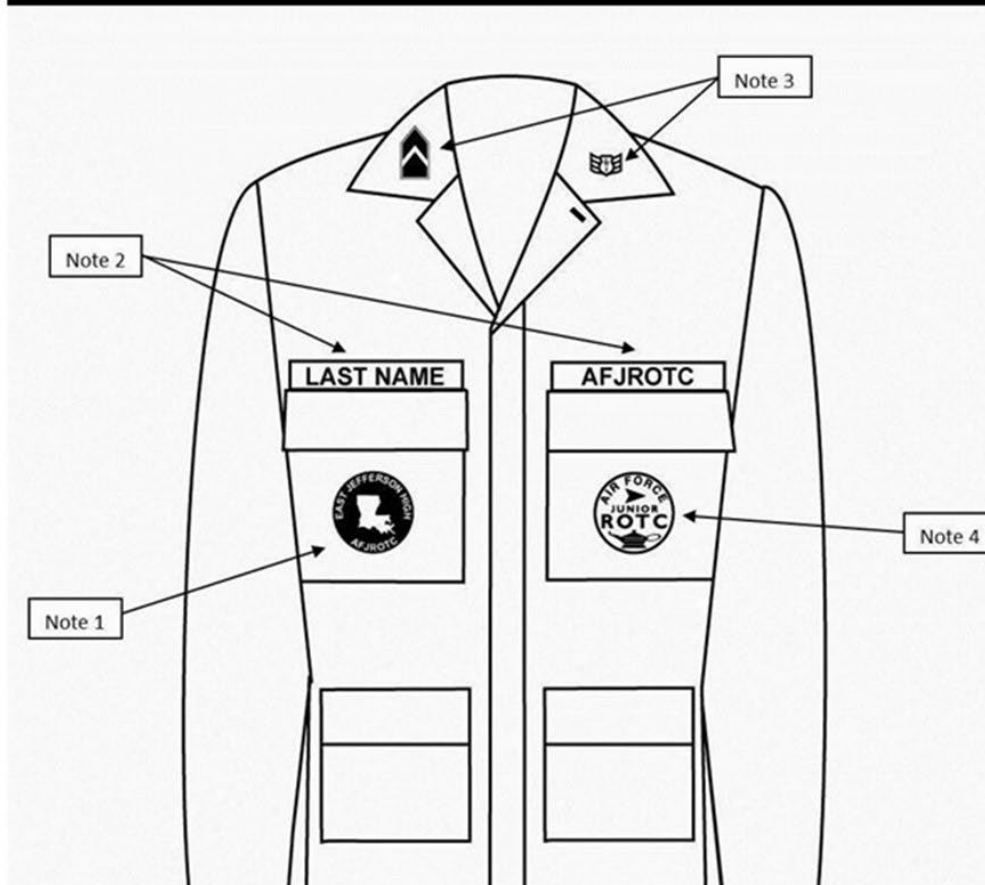
Attachment 7-5

CADET BERET HEADGEAR**BERET****Berets.**

1. Solid Color white, dark blue or black ONLY, with AFJROTC officer rank insignia or mini-Hap Arnold Insignia pin. The former officer/enlisted flight cap emblems will not be worn on the beret. The wear of a "Beret Flash" or mini unit patch is not authorized.
2. Position headband straight across the forehead, 1 inch above the eyebrows. Drape the top over the right ear. Wear the stiffener with the aligned insignia above the left eye. Adjust ribbon for comfort, tie in a knot, and tuck inside or cut-off. The insignia will be centered, $\frac{1}{4}$ inch above and parallel to the headband.

Attachment 7-6a

CADET ABU Male and Female



1. Unit patch (optional). If worn, will be placed on right pocket and centered.
2. Last name and AFJROTC or SFJROTC tapes. Letters are dark blue on digital camo background (mandatory). Tapes are grounded and centered on pockets. Name tapes should be attached with Velcro to allow reissue. Cadets may wear CADET in lieu of personal name tapes.
3. Grade insignia (officer and enlisted) is mandatory. Will be worn on the left and right collars, centered 1-inch up from the bottom of the collar and parallel to the ground while remaining centered on the collar.
4. AFJROTC patch (white Lamp of Knowledge) or SFJROTC patch (black, Lamp of Knowledge) – white/black patch only (mandatory). Will be worn on the left pocket and centered.
5. Berets and shoulder cords are authorized with ABUs. Ascots are NOT authorized.
6. ABU sage green boots and Coyote Brown boots may be re-issued to Cadets. Spray boots with disinfectant before reissuing ABU boots. Black boots are not authorized with ABUs.

Attachment 7-6b

CADET OCP
Male and Female


1. T-shirt. Will be Coyote Brown in color.
2. The American Flag Patch (mandatory) will be full color (cloth), centered on the top of the Velcro area on the right sleeve using Velcro attachment.
3. Unit patch (optional) full color. If worn, will be placed on right sleeve centered in the Velcro area beneath the American Flag.
4. Last Name tape (or CADET) is mandatory. Letters will be spice brown for AFJROTC and dark blue for SFJROTC using Velcro attachment.
5. AFJROTC/SFJROTC tape (mandatory). Letters will be spice brown for AFJROTC and dark blue for SFJROTC using Velcro attachment.
6. Grade insignia (officer and enlisted) is mandatory. Will be standard medal rank pinned in the Velcro area in center of chest.
7. AFJROTC/SFJROTC is mandatory. White/black circular Lamp of Knowledge patch will be centered on Velcro area on left sleeve using Velcro attachment.
8. Berets and shoulder cords are authorized on the OCP. Ascots are not authorized.
9. OCP Coyote Brown boots may be re-issued to Cadets. Spray boots with disinfectant before reissuing them. Black boots are not authorized with OCPs.
10. Tan rigger belts will be worn with OCPs.
11. OCPs may be bloused; the trouser leg will not extend past the third eyelet from the top of the boot.

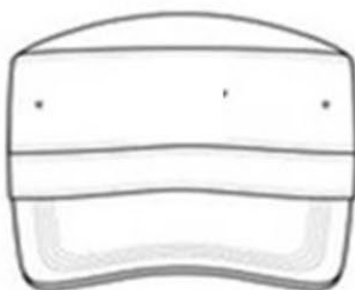
Attachment 7-6c

Coyote Brown OCP Fleece

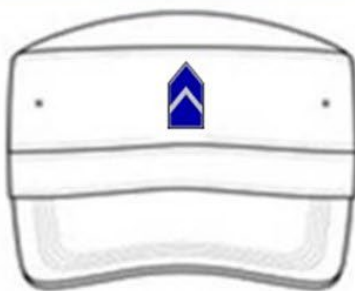


1. Cadet rank is mandatory. Only the metal rank insignia is authorized. Use of blank 2"x2" Velcro patches are authorized to pin metal rank.
2. OCP pattern name tape is mandatory. Sew on or use Velcro.
3. OCP pattern AF/SF JROTC tape is mandatory. Sew on or use Velcro.
4. AF/SF JROTC patch (full color) is mandatory. Centered below and flushed up to the AF/SF JROTC tape. Sew on or use Velcro.
5. Note: No other patches or accouterments are authorized, including ascots, shoulder cords, badges, shoulder tabs, etc. Waivers will not be approved.

Attachment 7-7

CADET ABU and OCP HEADGEAR

Enlisted Cadets will not wear rank on the ABU/OCP cap.



Officers will wear rank insignia on the ABU/OCP cap.

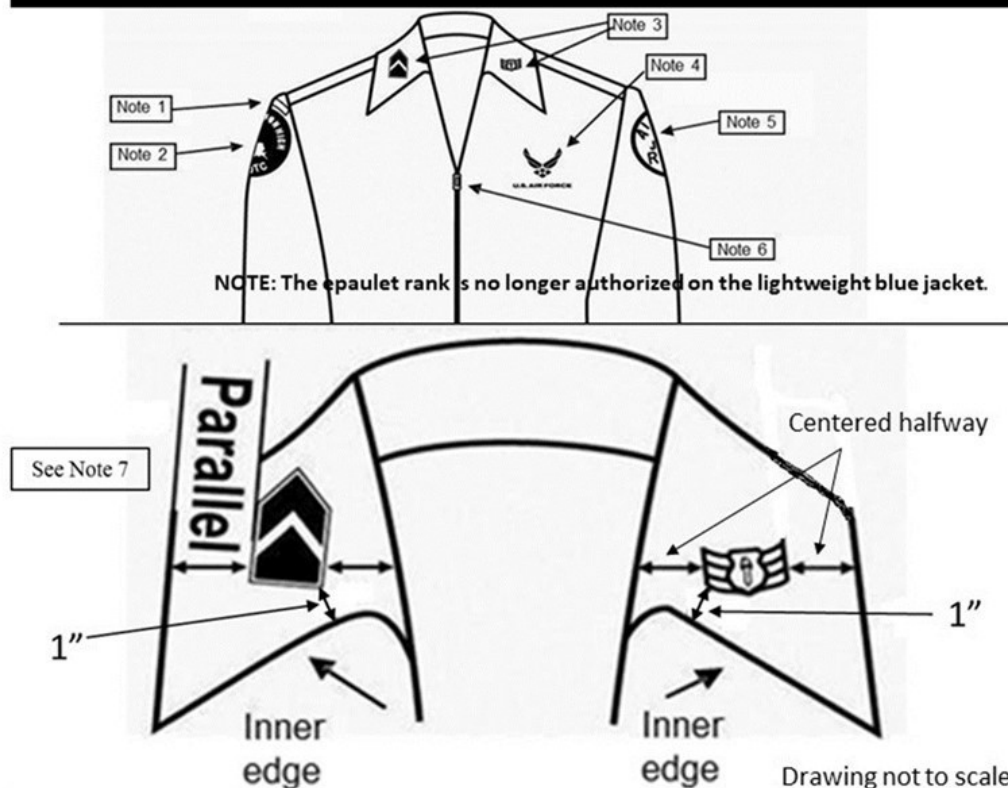
**Berets are authorized with ABUs and OCPs.**

Exception 1. Cadet Leadership Course (CLC) - specific headgear may be worn during CLC with ABUs and OCPs.

Exception 2. A dark blue American-made baseball cap may be worn with ABUs only.

Attachment 7-8

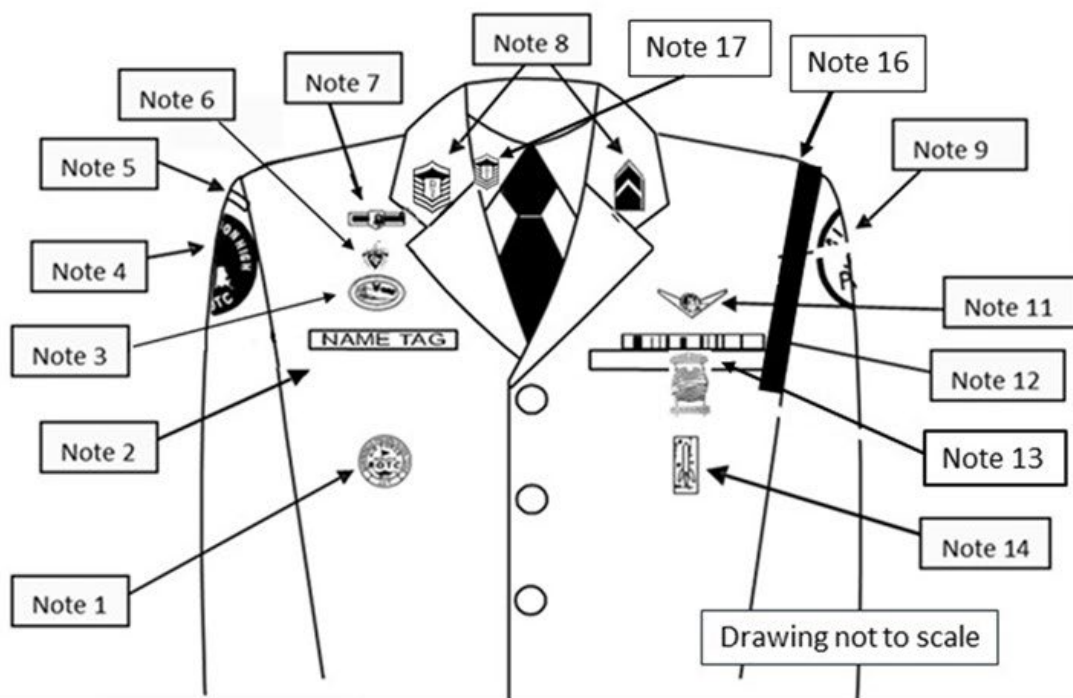
CADET LIGHT WEIGHT BLUE JACKET



1. Shoulder tabs are centered between the unit patch arm shoulder arm seam. If no patch is worn, then one inch below shoulder seam.
2. Unit patch is worn on the right $\frac{1}{2}$ to 1 inch below the shoulder seam and centered.
3. Rank insignia is **MANDATORY** and will be worn on both lapels. For placement see Note 7.
4. AF/SF Emblem (**Optional**). Center vertically between the top shoulder seam and where the underarm side seam joins and centered horizontally between the center zipper and sleeve seam. The words "U.S. Air Force/U.S. Space Force" must appear directly below the symbol, or units may use AFJROTC or SFJROTC. Embroidery expenses must be at no cost to the Air Force/Space Force.
5. AFJROTC / SFJROTC patch (Lamp of Knowledge) is **MANDATORY**. Center $\frac{1}{2}$ to 1 inch below the left shoulder seam.
6. Jacket must be zipped at least halfway up when worn. It may be worn indoors or outdoors.
7. Center rank insignia horizontally on collars. Place one inch from bottom of collar and parallel to the outer edge of the collar.
8. Rank insignia is **MANDATORY** on the blue shirt/blouse when wearing the lightweight blue jacket.
9. Males must wear the male version, and females are authorized to wear either the male or female version.
10. Shoulder cords and ascots are not authorized.
11. Jacket may be worn with civilian clothing when rank insignia is removed.

Attachment 7-9

CADET MALE SERVICE DRESS

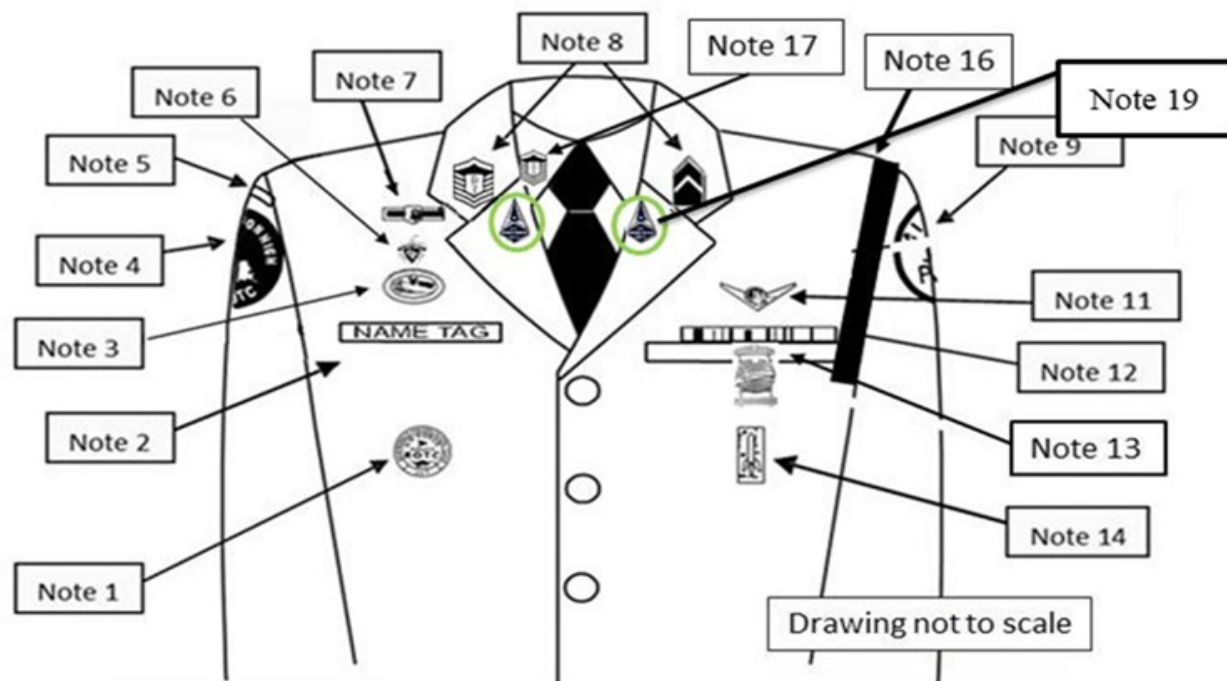


1. Awareness Presentation Team (APT) Badge. Centered 3 inches below the bottom of the silver name tag.
2. Silver Name tag, mandatory. Center on the right side between arm seam and lapel with bottom edge parallel to top of welt pocket.
3. Kitty Hawk Badge. See Note 15 below.
4. Unit patch. Place $\frac{1}{2}$ to 1 inch below shoulder seam and centered.
5. Shoulder tab: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
6. Aerospace Education Foundation (AEF) Badge. See Note 15 below.
7. Distinguished Cadet Badge.
8. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
9. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center $\frac{1}{2}$ to 1 inch below left shoulder seam.
10. Deleted.
11. Cadets will only wear one of the following badges, Flight Solo Badge, Unmanned Aircraft Badge, Aviation Ground School, OT Flight Certificate Badge. See Note 15 below.
12. Ribbons, mandatory. Centered, on but not over edge of pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
13. Marksmanship Badge - Marksmanship competition awards/badges may be worn on the AFJROTC uniform. Males and females will wear the badge (may only wear one) below the ribbons on the blue shirt or service dress uniform. **Marksmanship badges will not be worn with medals.**
14. Model Rocketry Badge. Worn 2 inches below the pocket.
15. Except marksmanship badge. Wear first badge placed $\frac{1}{2}$ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed $\frac{1}{2}$ inch above previous badge. Order of precedence for badges are as show on the diagram. Distinguished Cadet Badge, then the AEF Badge, then the Kitty Hawk Badge. No more than one Flight Badge is authorized.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder. May be solid or multi-colored.
17. Enlisted rank insignia **MUST** be worn on the blue shirt while wearing the service dress.
18. Medals are not authorized for wear on this uniform with ribbons. Ribbons and medals may not be mixed.

Attachment 7-9A

Space Force JROTC Cadets

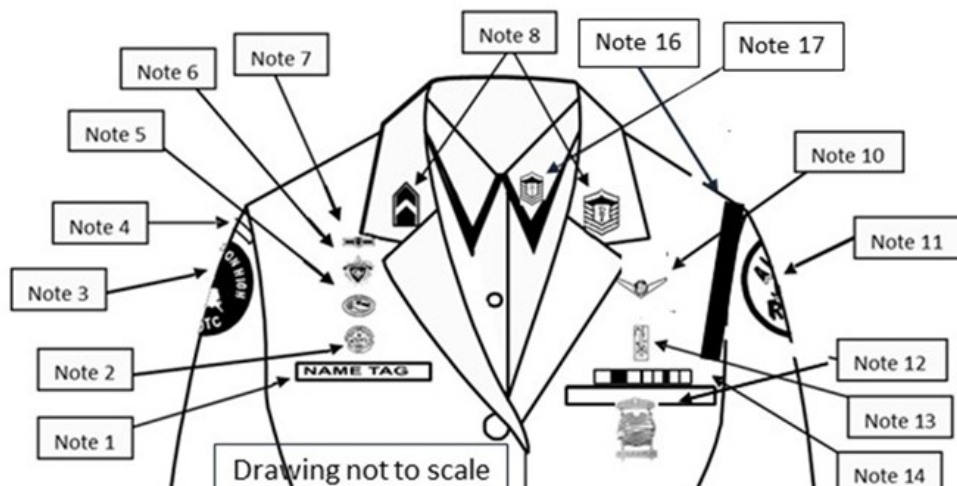
CADET MALE SERVICE DRESS



1. Awareness Presentation Team (APT) Badge. Centered 3 inches below the bottom of the silver name tag.
2. Silver Name Tag. Centered on the right side between arm seam and lapel with bottom edge parallel to the top of welt pocket.
3. Kitty Hawk Badge.
4. Unit Patch. Place $\frac{1}{2}$ to 1 inch below the shoulder seam and centered.
5. Shoulder Tab. Center between unit patch and shoulder seam. If no patch, then center 1 inch below the shoulder seam.
6. Aerospace Education Foundation (AEF) Badge. See note 15.
7. Distinguished Cadet Badge. See note 15.
8. Grade Insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it.
9. SFJROTC Patch (black, Lamp of Knowledge). Mandatory, center $\frac{1}{2}$ to 1 inch below left shoulder seam.
10. Deleted
11. Cadets will only wear one of the following badges, Flight Solo Badge, Unmanned Aircraft Badge, Aviation Ground School Badge, or Flight Certificate Badge. See note 15.
12. Ribbons, mandatory. Centered on but not over edge of pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
13. Marksmanship Badge. Marksmanship competition awards/badges may be worn on the uniform. Males and females will wear the badge (only one) below the ribbons on the blue shirt or service dress uniform. Marksmanship badges will not be worn with medals.
14. Model Rocketry Badge. Worn 2 inches below the pocket.
15. Except Marksmanship Badge. Wear the first badge $\frac{1}{2}$ inch above the silver name tag or ribbons and centered horizontally. Additional badges are placed $\frac{1}{2}$ inch above the previous badge. Order or precedence of badges are as shown on the diagram. Distinguished Cadet Badge, AEF Badge, and Kitty Hawk Badge. No more than one flight badge is authorized.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder. May be solid or multi-colored.
17. Enlisted rank insignia must be worn on the blue shirt while wearing the service dress uniform.
18. Medals are NOT authorized for wear with ribbons. Ribbons and medals may not be mixed.
19. USSF lapel pin will be centered on lapel, parallel with each other and the floor. (Green circles only denote location and are not a part of the uniform).

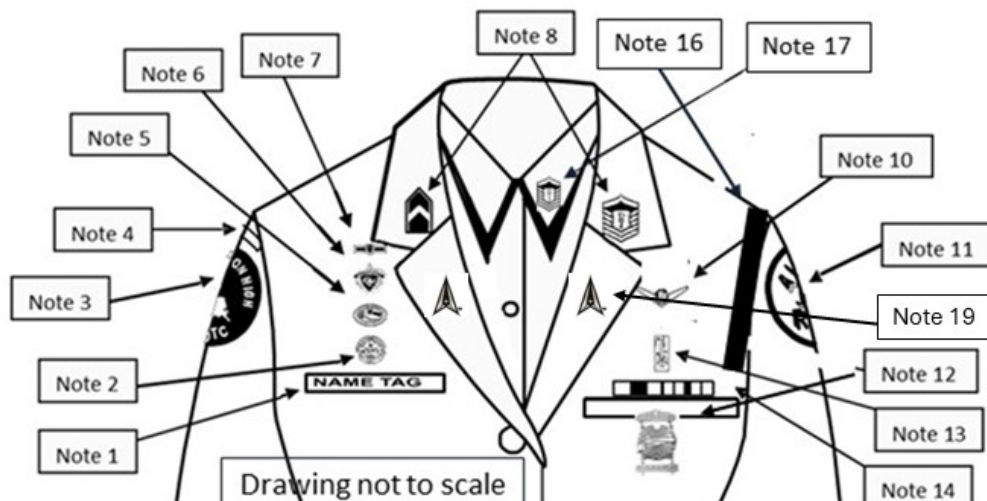
Attachment 7-10

CADET FEMALE SERVICE DRESS



1. Silver Name Tag. Centered on the right side between arm seam and lapel with bottom edge of the name tag parallel to the bottom of ribbons.
2. Awareness Presentation Team (APT) Badge. See note 15.
3. Unit Patch. Place $\frac{1}{2}$ to 1 inch below the shoulder seam and centered.
4. Shoulder Tab. Center between unit patch and shoulder seam. If no patch, then center 1 inch below the shoulder seam.
5. Kitty Hawk Badge. See note 15.
6. Aerospace Education Foundation (AEF) Badge. See note 15.
7. Distinguished Cadet Badge. See note 15.
8. Grade Insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it.
9. Deleted.
10. Cadets will only wear one of the following badges, Flight Solo Badge, Unmanned Aircraft Badge, Aviation Ground School Badge, or Flight Certificate Badge. See note 15.
11. AFJROTC Patch (white, Lamp of Knowledge). Mandatory, center $\frac{1}{2}$ to 1 inch below left shoulder seam.
12. Marksmanship Badge. Marksmanship competition awards/badges may be worn on the uniform. Males and females will wear the badge (only one) below the ribbons on the blue shirt or service dress uniform. Marksmanship badges will not be worn with medals.
13. Model Rocketry Badge. See note 15.
14. Ribbons, mandatory. Centered on but not over edge of pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
15. Except Marksmanship Badge. Wear the first badge $\frac{1}{2}$ inch above the silver name tag or ribbons and centered horizontally. Additional badges are placed $\frac{1}{2}$ inch above the previous badge. Order or precedence of badges are as shown on the diagram. Distinguished Cadet Badge, AEF Badge, Kitty Hawk Badge, and Awareness Presentation Team (APT) Badge. No more than one flight badge is authorized.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder. May be solid or multi-colored.
17. Enlisted rank insignia must be worn on the blue blouse while wearing the service dress uniform.
18. Medals are NOT authorized for wear with ribbons. Ribbons and medals may not be mixed.

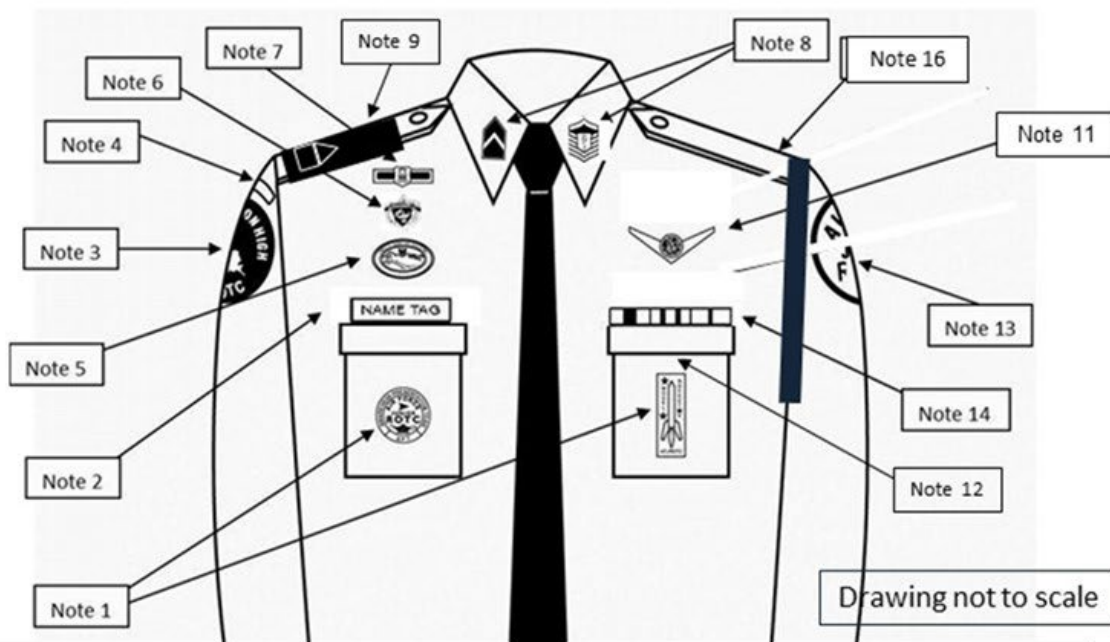
CADET FEMALE SERVICE DRESS



1. Silver Name Tag. Centered on the right side between arm seam and lapel with bottom edge of the name tag parallel to the bottom of ribbons.
2. Awareness Presentation Team (APT) Badge. See note 15.
3. Unit Patch. Place $\frac{1}{2}$ to 1 inch below the shoulder seam and centered.
4. Shoulder Tab. Center between unit patch and shoulder seam. If no patch, then center 1 inch below the shoulder seam.
5. Kitty Hawk Badge. See note 15.
6. Aerospace Education Foundation (AEF) Badge. See note 15.
7. Distinguished Cadet Badge. See note 15.
8. Grade Insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it.
9. Deleted.
10. Cadets will only wear one of the following badges, Flight Solo Badge, Unmanned Aircraft Badge, Aviation Ground School Badge, or Flight Certificate Badge. See note 15.
11. SFJROTC Patch (black, Lamp of Knowledge). Mandatory, center $\frac{1}{2}$ to 1 inch below left shoulder seam.
12. Marksmanship Badge. Marksmanship competition awards/badges may be worn on the uniform. Males and females will wear the badge (only one) below the ribbons on the blue shirt or service dress uniform. Marksmanship badges will not be worn with medals.
13. Model Rocketry Badge. See note 15.
14. Ribbons, mandatory. Centered on but not over edge of pocket, Wear 3 or 4 in a row, Wear all or some ribbons earned.
15. Except Marksmanship Badge. Wear the first badge $\frac{1}{2}$ inch above the silver name tag or ribbons and centered horizontally. Additional badges are placed $\frac{1}{2}$ inch above the previous badge. Order or precedence of badges are as shown on the diagram. Distinguished Cadet Badge, AEF Badge, Kitty Hawk Badge, and Awareness Presentation Team (APT) Badge. No more than one flight badge is authorized.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder. May be solid or multi-colored.
17. Enlisted rank insignia must be worn on the blue blouse while wearing the service dress uniform.
18. Medals are NOT authorized for wear with ribbons. Ribbons and medals may not be mixed.
19. USSF lapel pin will be centered on lapel, parallel with each other and the floor.

Attachment 7-11

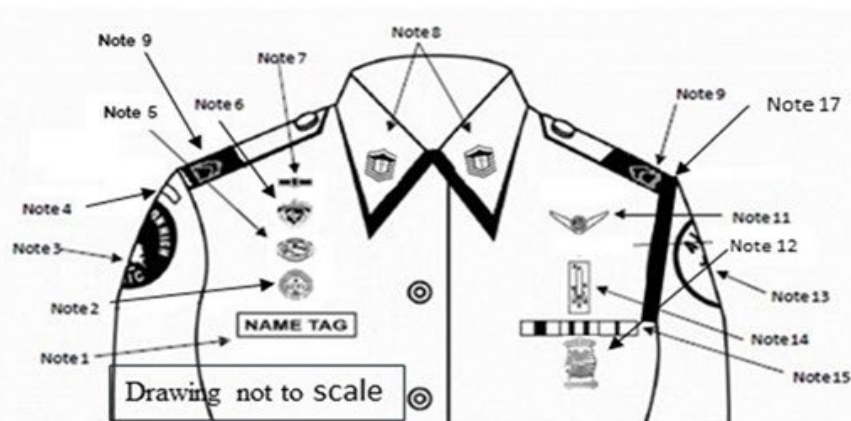
CADET MALE BLUE SHIRT



1. Awareness Presentation Team (APT) and Model Rocketry Badge are centered on the pockets on the appropriate sides as displayed above.
2. Name Tag: Mandatory wear. Blue Plastic with white letters. Must be grounded and centered over wearer's right pocket.
3. Unit patch. Centered $\frac{1}{2}$ to 1 inch below the shoulder seam.
4. Shoulder tab. Centered between unit patch and shoulder seam. If no patch, then place 1 inch below shoulder seam.
5. Kitty Hawk Badge. See Note 15.
6. Aerospace Education Foundation (AEF) Badge. See Note 15.
7. Distinguished Cadet Badge. See Note 15.
8. Grade insignia, mandatory (officer and enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank's bottom point of torch points towards the point of the collar. Officer top point of rank aligned with point of collar. Cadet/Amn Basic have no insignia of any kind on the collar.
9. Officers only. When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam. (Use larger male epaulets only).
10. Deleted
11. Cadets will only wear one of the following badges, Flight Solo Badge, Unmanned Aircraft Badge, Aviation Ground School, or Flight Certificate Badge. See Note 15 below.
12. Marksmanship competition awards/badges may be worn on the blue uniform. Males and females will wear the badge (may only wear one) below the ribbons on the blue shirt or service dress uniform. **Marksmanship badges will not be worn with medals.**
13. AFJROTC Patch / SFJROTC patch are mandatory. Center $\frac{1}{2}$ to 1 inch below left shoulder seam.
14. Ribbons are optional. Wear all, some or no ribbons earned. If worn, ribbons will be centered, resting on, but not over the edge of the pleated pocket on the wearers left.
15. Except marksmanship badges. First badge placed $\frac{1}{2}$ inch above name tag or ribbons and is centered horizontally. Additional badges placed $\frac{1}{2}$ inch above previous badge. Order of precedence for badges are as show on the diagram. Distinguished Cadet Badge, then AEF Badge, then Kitty Hawk Badge. No more than one Flight badge is authorized.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder under or over the epaulet. They may be solid or multi-colored.
17. Medals (regardless of what type) are not authorized for wear on this uniform.

Attachment 7-12

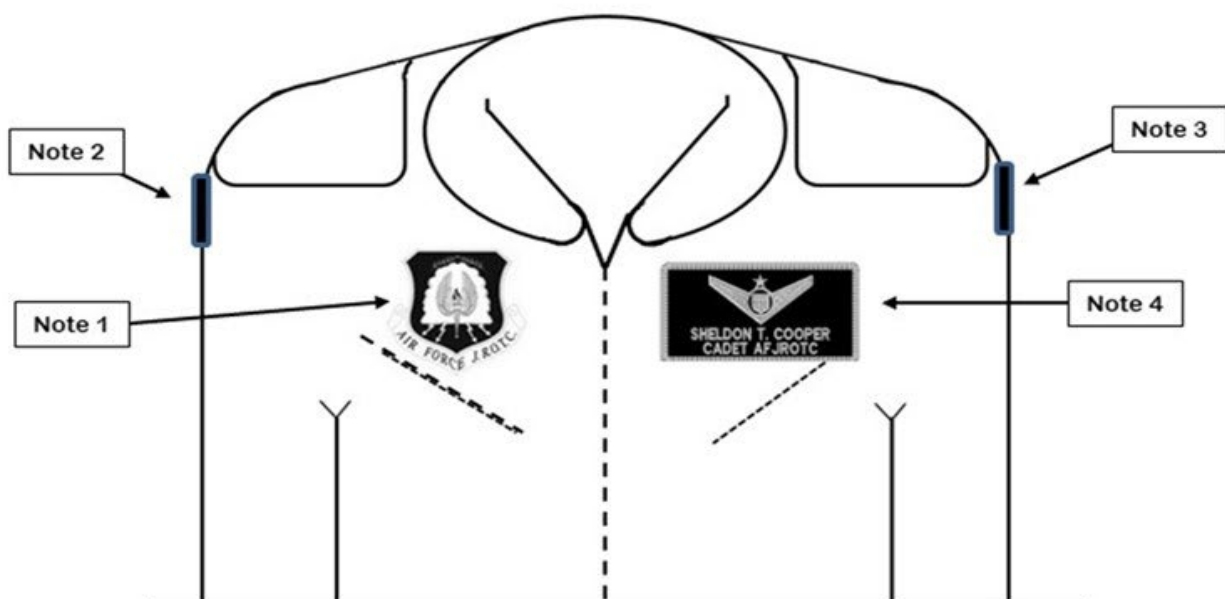
CADET FEMALE BLUE SHIRT



1. Name Tag: Mandatory wear. Blue Plastic with white letters. Without ribbons: centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button. With Ribbons: Even with bottom row of ribbons, centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button.
2. Awareness Presentation Team (APT) Badge. See Note 16
3. Unit Patch. Centered on sleeve and ½ to 1 inch below shoulder seam.
4. Shoulder Tab (Metal or cloth). Centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Air Society Badge. See Note 16.
6. Aerospace Education Foundation (AEF) Badge. See Note 16.
7. Distinguished Cadet Badge. See Note 16.
8. Grade insignia, mandatory (officer and enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank's bottom point of torch points towards the point of the collar. Officer top point of rank aligned with point of collar. Cadet/Amn Basic have no insignia of any kind on the collar
9. Officers only. When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam. (Use smaller female epaulets only)
10. Deleted.
11. Cadets will only wear one of the following badges, Flight Solo Badge, Unmanned Aircraft Badge, Aviation Ground School, OR Flight Certificate Badge. See Note 16 below.
12. Marksmanship Badge - Marksmanship competition awards/badges may be worn on the **uniform**. Males and females will wear the badge (may only wear one) below the ribbons on the blue shirt or service dress uniform. **Marksmanship badges will not be worn with medals.**
13. **AFJROTC patch / SFJROTC patch are mandatory. Center ½ to 1 inch below shoulder seam.**
14. Model Rocketry Badge. See Note 16.
15. Ribbons are optional. Wear all, some or no ribbons earned. If worn, center ribbons on wearer's left, parallel with ground. Align bottom of the ribbons with the bottom of the name tag.
16. Except marksmanship badge. Wear first badge placed ½ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed ½ inch above previous badge. Order of precedence for badges are as show on the diagram. Distinguished Cadet Badge, then the AEF Badge, then the Kitty Hawk Badge, then the Awareness Presentation Team Badge
No more than one Flight badge is authorized.
17. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder under/over epaulet. They may be solid or multi-colored.
18. **Medals (regardless of what type) are not authorized for wear on this uniform.**

Attachment 7-13

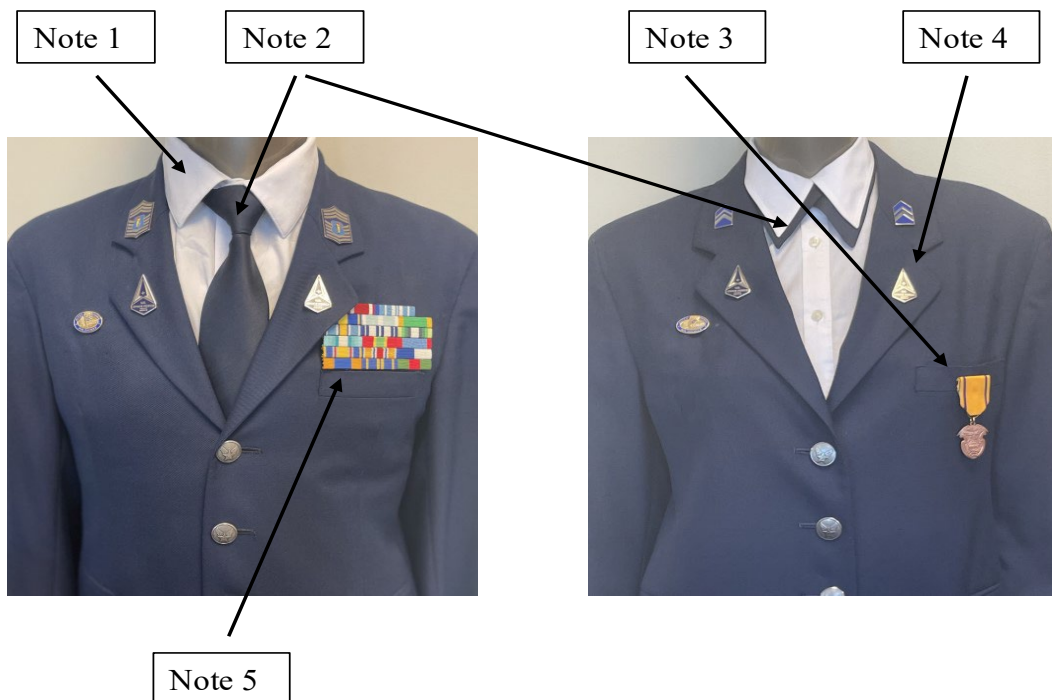
FLIGHT SUIT (Male and Female)



1. * AFJROTC /SFJROTC Patch (mandatory). Patches may be sewn directly onto the flight suit or attached using Velcro. This style of patch may only be worn on the Flight Suit. Cadets can only wear ONE ground school, flight solo or flight certificate badges upon successful completion one of those.
 2. The unit patch will be worn on the right sleeve (shoulder) of the Flight Suit, if the unit patch is unavailable then the white, Lamp of Knowledge will be worn. Patches may be sewn directly onto the flight suit or attached using Velcro.
 3. * American Flag Patch (mandatory) on left shoulder. Patches may be sewn directly onto the flight suit or attached using Velcro .
 4. Cadet Name Patch (mandatory). Velcro attached only. Black background with silver or white border (if unit has a unit patch, units may substitute background color/border with unit patch colors). Cadet Name Badge –Top line will be Cadet Name and second line will be "CADET AFJROTC".
- Flight patches and Velcro may be purchased from a vendor using MilPer funds.
 - Flight Suits maybe purchased through WINGS/FEDMALL (contact HQ Logistics for assistance.)
 - Flight Suits are accountable uniforms items and must be issued/returned via WINGS.

Attachment 7-14

Semi Formal Dress Uniform



1. The blue or white long-sleeve shirt/blouse will be plain, knit, woven, commercial type with a short or medium point collar, with button or French cuffs.
2. Only the blue tie/tab may be worn with the semi-formal dress uniform (white shirt only).
3. Only large medals (no miniature medals) will be worn on the semi-formal dress uniform coat ½ inch below the top of the welt of the pocket, centered on the pocket. If medals are worn, ribbons will not be worn (no mixing).
4. USSF lapel pin will be centered on the lapel, parallel with each other and the ground.
5. AFJROTC ribbons may be worn on the semi-formal uniform. If ribbons are worn, medals will not be worn (no mixing).
6. Authorized badges may be worn on the semi-formal dress uniform. If medals are worn, badges that are normally worn directly under the ribbon rack will not be worn.
7. Cadets do not need to wear two sets of ranks on the semi-formal dress uniform.
8. The silver name tag will not be worn on the semi-formal dress uniform.
9. Headgear is not worn with the semi-formal dress uniform.
10. Cadets are not authorized to wear the mess dress uniform.

Attachment 7-15

Sample Exhibition Uniform

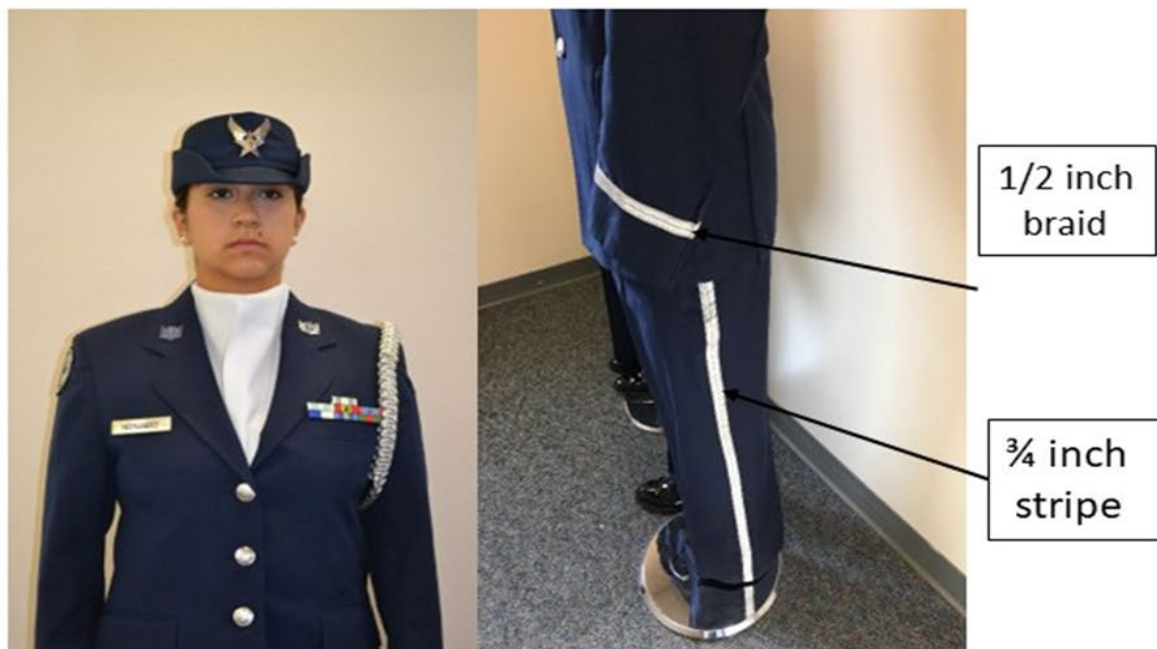


$\frac{3}{4}$ inch
stripe

1. Solid Color white, dark blue or black ONLY, with AFJROTC officer rank insignia or mini-Hap Arnold Insignia pin. The former officer/enlisted flight cap emblems will not be worn on the beret. The wear of a "Beret Flash" or mini unit patch is not authorized.
2. Shoulder Cord. Cadets are authorized to wear **one shoulder cord** on the left shoulder. This will be a single "infantry" style cord, without metal tips, no more than 1-inch wide. On the blue shirt the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord. May be solid or multi-colored.
3. Blue/Silver Name Tags and ribbons may be omitted on uniforms where a drill rifle or other equipment may damage the item or injure the performing member. **This does not apply to uniforms worn during regular uniform days.**
4. Blue pants may be modified to have a $\frac{3}{4}$ inch stripe on the outside length of the pants, silver, blue, or black only. **These items will not be worn on regular uniform days.**
5. Solid color ascots may be worn (embroidery or a unit patch is authorized on the ascot), colors may be locally-determined (school colors), but must be conservative and in good taste, and defined in the Cadet Guide or Unit Operations Instruction. **Ascots will not be worn on regular uniform days.**
6. **Embroidery on the Air Force blue drill team uniform is not authorized**, i.e., on the back of the blue shirt collar or shoulder yoke.
7. **Specialized unit rank/shoulder boards are not authorized.**
8. **Wrist bands are not authorized.**
9. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center $\frac{1}{2}$ to 1 inch below left shoulder seam.
10. Black Boots/corfams may be issued on an as required basis to the unit Color Guard or Drill Team. This is for restricted use and is not intended for use across unit's entire cadet corps. **Black boots/corfams may be reissued to cadets.** Spray boots/corfams with disinfectant spray before reissuing.

Attachment 7-15 (continued)

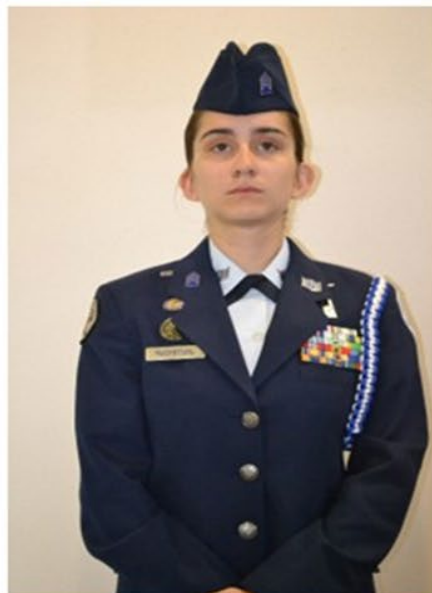
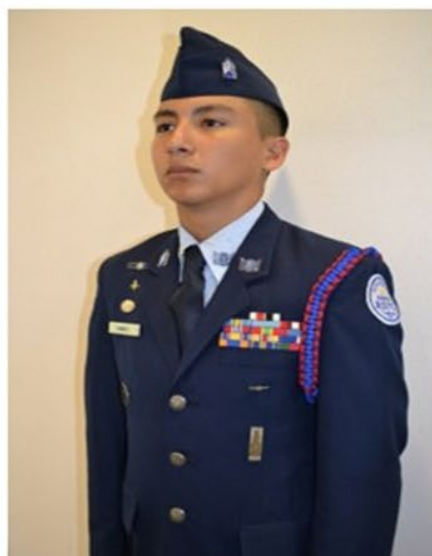
Sample Exhibition Uniform



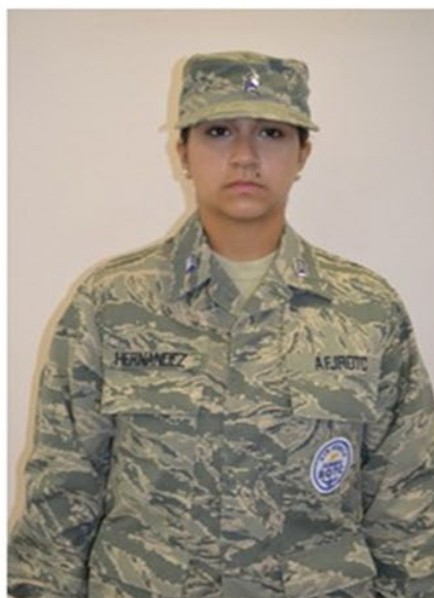
1. Women's Service Caps may be worn with the Hap Arnold Wings insignia or Officer Service Cap may also be worn with the large officer service cap insignia large officer's. Service Caps (wheel and bucket hats) will be a **solid color and free of any embroidery.**
2. Shoulder Cord. Cadets are authorized to wear one shoulder cord on the left shoulder. This will be a single "infantry" style cord, without metal tips, no more than 1-inch wide. On the blue shirt the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord. May be solid or multi-colored.
3. Blue/Silver Name Tags and ribbons may be omitted on uniforms where a drill rifle or other equipment may damage the item or injure the performing member. **This does not apply to uniforms worn during regular uniform days.**
4. Blue pants may be modified to have a $\frac{3}{4}$ inch stripe on the outside length of the pants, silver, blue, or black only. **These items will not be worn on regular uniform days.**
5. Solid color ascots may be worn (embroidery or a unit patch is authorized on the ascot), colors may be locally-determined (school colors), but must be conservative and in good taste, and defined in the Cadet Guide or Unit Operations Instruction. **Ascots will not be worn on regular uniform days.**
6. **Embroidery on the Air Force blue drill team uniform is not authorized, i.e., on the back of the blue shirt collar or shoulder yoke.**
7. **Specialized unit rank/shoulder boards are not authorized.**
8. A $\frac{1}{2}$ inch silver, dark blue, or black only sleeve braid, 3 inches from the end of the sleeve, may be worn.
9. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center $\frac{1}{2}$ to 1 inch below left shoulder seam.
10. Black Boots/corfams may be issued on an as required basis to the unit Color Guard or Drill Team. This is for restricted use and is not intended for use across unit's entire cadet corps. **Black boots/corfams may be reissued to cadets.** Spray boots/corfams with disinfectant spray before reissuing.

Attachment 7-16

Sample Uniform Pictures
Cadets will not wear both officer and enlisted rank on their uniforms ... these are sample pictures only



Attachment 7-16 (continued)

Sample Uniform Pictures

Attachment 7-16 (continued)

Sample Uniform Pictures

Local Purchased PFT Gear



FEDMALL Purchased Air Force PTG

FEDMALL
Purchased Air Force
Sweat Shirt and
Pants

Attachment 7-17**National-Level Award Contacts****Air Force Association Award**

Manager of National Aerospace Awards Air Force Association

1501 Lee Highway, Arlington VA 22209-1190

Phone: 800-727-3337

Fax: 703-247-5853

Website: <https://www.afa.org/informationfor/students/medalsribbonsandcertificates>

POC: Alex Edgar Email: aedgar@afa.org

Daughters of the American Revolution (DAR) Award

If local chapter not available, contact National Defense Committee NSDAR

1776 D Street NW, Washington DC 20006-5392

Phone: 202-628-1776 ext. 292

Website: www.dar.org

POC: Valerie Holmes Email: vholmes@dar.org

American Legion Scholastic and General Military Excellence Awards

If local post not available, contact American Legion National HQ National Security Div

1608 K Street NW Washington DC 20006-2847

Phone: 202-861-2700 ext.: 2988

Fax: 202-861-2728

Website: www.legion.org

POC: Freddy Gessner

Daedalian Award

If local flight not available, contact Order of Daedalin's

PO Box 249, Randolph AFB TX 78148-0249

Phone: 210-945-2111

Fax: 210-945-2112

Email: daedalus@daedalians.org

Website: www.daedalians.org

POC: Ed Sheeran Email: ed.sheeran@daedalian.org

Reserve Organization of America (ROA) Award

Local ROA chapter contacts each ASI before 15 Jan with name of ROA representative.

If contact is not made by 15 Jan, SASI must contact National Headquarters, Reserve Organization of America (ROA)

1 Constitution Avenue NE, Washington DC 20002-5655

Phone: 800-809-9448 ext. 731

Website: www.roa.org

POC: Tracey Ware Email: tware@roa.org

Military Officers Association Award

If local chapter is not available, contact The Retired Officers Association
 201 N Washington Street, Alexandria VA 22314-2529
 Phone: 800-234-6622
 Email: chapters@moaa.org
 Website: www.moaa.org/rotcawards

Veterans of Foreign Wars (VFW) Award

If no local unit is available, contact Veterans of Foreign Wars of the US
 406 West 34th Street, Kansas City MO 64111-2736
 Phone: 816-756-3390 or 816-968-1155
 Fax: 816- 968-1149
 Email: info@vfw.org
 Website: www.vfw.org
 POC: Quentin Carroll Email: qcarroll@vfw.org

National Society United States Daughters of 1812

1286 Riverside Ave, Baltimore, MD 21230
 Phone: 410-530-7083
 Website: www.usdaughters1812.org/chapters.html
 POC: National Defense Chairman (Ms Ella Wright-Guaqueta)
 21015 Sand Springs Trail, Crosby, TX 77532-3287
 Phone: 281-324-1217
 Email: ewg1812@gmail.com

National Sojourners Award

If no local chapter or local chapter does not offer award, contact National Sojourners
 8301 E Blvd Drive, Alexandria VA 22308-1399
 Phone: 703-765-5000
 Fax: 703-765-8390
 Email: nationalsoj@juno.com
 Website: www.nationalsojourners.org
 POC: Renee Malzahn

Scottish Rite, Southern Jurisdiction Award

If local chapter does not offer award, contact Scottish Rite JROTC Americanism Medal Ancient and Accepted Scottish Rite of Freemasonry, Southern Jurisdiction, USA
 1733 Sixteenth Street, NW Washington DC 20009-3103
 Phone: 202-232-3579
 Fax: 202-387-1843
 Website: www.srmason-sj.org

Military Order of the Purple Heart Award

If no local unit is available, contact Military Order of the Purple Heart
5413-B Blacklick Road, Springfield VA 22151

Phone: 703-642-5360

Fax: 703-642-2054

Email: communications@purpleheart.org

Website: www.purpleheart.org

Sons of the American Revolution (SAR) Award

The National Headquarters, Sons of the American Revolution
1000 S 4th Street, Louisville KY 40203-3292

Phone: 502-589-1776 Voice mail: 502-589-1779

Fax: 502-589-1671

Website: www.sar.org

Military Order of World Wars (MOWW)

If no local unit is available, contact National Headquarters, Military Order of the World Wars
435 N Lee Street, Alexandria VA 22314-2301

Phone: 703-683-4911

Fax: 703-683-4501

Email: chiefstaff@moww.org

Website: www.moww.org

America Veterans (AMVETS) Award

If state chapter is not available, contact AMVETS National HQ ROTC Programs Coordinator
4647 Forbes Blvd, Lanham MD 20706-9961

Phone: 301-683-4031

Website: www.amvets.org/rotc-jrotc-medals

POC: Lindsay Bonaparte

Sons of the Union Veterans of the Civil War (SUVCW) Award

If local chapter does not offer award, contact Sons of the Union Veterans of the Civil War
P.O. Box 1865, Harrisburg PA 17105

Phone: 717-232-7000

Website: www.suvcw.org

Air Force Sergeants Association (AFSA) Achievement Award

If no local chapter is available, contact AFSA International Headquarters
5211 Auth Road, Suitland MD 20746

Phone: 800-638-0594 ext. 288

Fax: 301-899-8136

Email: jrotc@hqafsa.org

Website: www.hqafsa.org

The Tuskegee Airmen (TAI), Inc., Cadet Award

Ribbon is mailed to every AFJROTC unit from NC-022, Independence High School

POC: Lt Col (Ret) Jeffrey Jenkins Email: jeffrey.jenkins.jrotc@au.af.edu

AFJROTC units do not need to contact POC to receive their allotted two ribbons per year. Units requesting replacement ribbons must send a check for \$5.00 each to cover the cost of mailing up to two ribbons. The Tuskegee Airmen, Inc., Cadet Award certificate is posted in WINGS | Published Files. If units would like to coordinate a local presentation, please contact the TAI Office at officemanager@tuskegeeairmen.org.

The Retired Enlisted Association (TREA) Award

If local chapter does not exist contact TREA

1111 South Abilene Court, Aurora CO 80012-4909

Phone: 800-338-9337

Fax: 303-752-0835

Email: treahq@trea.org

Website: www.trea.org

Certificates may be printed directly from the TREA website.

NOTE: This award will no longer be awarded and will be phased out at the end of AY29.

Cadets previously awarded the ribbon may continue to wear it.

The Celebrate Freedom Foundation Award Celebrate Freedom Foundation

2533 B Airport Blvd, West Columbia SC 29170

Phone: 803-708-4752

Fax: 803-708-4815

Email: info@cff-soar.org

Website: www.gocff.org/jrotc

Air Commando Association Award Air Commando Association

P.O. Box 7, Mary Easter FL 32569

PA-20091 will mail the ribbon and certificate template to each AFJROTC unit no later than the last day of the month of each calendar year as a national service project.

Email: JROTC-R2-PA-20091@au.af.edu

Veterans and Military Service Organization (VSO) Awards

U.S. Dept of Veterans Affairs, Washington, D.C.

Website: <https://www.va.gov/vso/VSO-Directory.pdf>

Attachment 7-18**Request for Religious/Cultural Exceptions to Policy (ETP)
for Dress and Appearance Standards**

1. Cadets shall adhere to AFJROTC dress and appearance standards when wearing the AFJROTC uniform unless an approved ETP waiver request is on file.
2. In cases where a cadet requests an ETP via formal memorandum for a religious or cultural accommodation while wearing the AFJROTC uniform, the Senior Aerospace Science Instructor (SASI) may grant the request with concurrence from the school principal (or equivalent), religious/cultural leader (as applicable), and consent from the cadet's parent(s) or legal guardian(s) as required by state law or district policy.
3. Any head coverings or clothing items worn in lieu of the AFJROTC PT gear, approved by the SASI should be a plain uniform color (black, dark blue, grey, dark grey).
4. Instructors will maintain a copy of the "Exception to Policy for AFJROTC Dress and Appearance Standards" memorandum at the unit and make it available to headquarters staff upon request. Instructors are not required to upload the memorandum in WINGS.
5. Please direct any questions to your Regional Director.

The JRO Religious/Cultural Uniform Template document can be found at:
WINGS | Published Files | JROTC | 6. Forms

FOREWORD

This Operational Supplement (Ops Sup) defines the overarching financial management framework governing AFJROTC program operations. It provides policy-level guidance on the allotment and utilization of funds, funding deadlines, authorized expenditures, Government Purchase Card (GPC) and Government Travel Card use and the reimbursement process. This chapter establishes standards, expectations, and reference points to ensure consistent, compliant financial practices across all AFJROTC units.

Reference WINGS | Published Files | JROTC | 4. JRS-Support Division | Finance folder for additional information, including comprehensive “how-to” guidance.

Guidance

Holm Center Instruction 65-103, this Ops Sup, and supplemental reference materials in WINGS outline the reimbursement process units must follow for authorized expenses, or for requesting HQ AFJROTC credit card support using either the GPC or GTC. In all cases, units must stay within their allotted budget. The financial support units receive can only be utilized during the same Fiscal Year (FY) as the funding is allocated.

The list of authorized and unauthorized reimbursable items in Holm Center Instruction 65-103 and this Ops Sup is not all-inclusive. It is provided as a guide to help units correctly interpret and implement Department of War (DoW) financial regulatory guidance. Understand your options prior to committing unit or district funds. Also understand that any item procured with Air Force funds or locally purchased and later reimbursed with Air Force funding becomes Air Force property and must be marked “Air Force Property” and be included in the unit’s inventory in accordance with Operational Supplement Chapter 3, Logistics. For additional questions concerning a specific expense, contact your Regional Director (RD) or Region Supervisor (RS) for guidance before incurring the expense.

Mandatory .edu Email Communication. Positive control of information related to government expenditures, or the processes therein is necessary. Therefore, use of the AFJROTC assigned email addresses (.edu domain) to communicate with HQ AFJROTC regarding credit card and/or reimbursement processes, purchases, transactions, questions, or other related inquiries is mandatory. Emails originating from a non .edu account will not be answered, as HQ AFJROTC cannot verify the authenticity of the originator.

Failure to follow these instructions could result in delays or nonpayment for the purchase.

8.1. Unit Funding

8.1.1. Fiscal Year Allotment of Funds. After submitting the Program Status Report (PSR), the unit will receive fiscal year funding support based on the number of active enrolled

cadets reported. This support is shown and monitored via WINGS Financials and executed through four primary funding methods—HQ credit card, reimbursement, FEDMALL and HQ AFJROTC contracts.

8.1.2. Obligation of Funds. Units must not obligate government funds before receiving them. This includes all funding types and funding methods. If a unit uses a non-Air Force funding source to purchase goods and services before receiving their fiscal year funding, it cannot be reimbursed later.

8.1.3. Each unit will have a separate allocation of three types of funds:

8.1.3.1. Operation and Maintenance (O&M) funds cover the cost of operating and maintaining the AFJROTC unit. It covers expenses like transportation, cadet entrance fees, cadet lodging, select certifications, and unit equipment. See Tables 1 through 4 for authorized items.

8.1.3.2. Military Personnel (MILPER) funds cover cadet costs for cadet meals and authorized uniform items not otherwise available via FEDMALL or other authorized contractors and/or vendors. See Tables 1 through 4 for authorized items.

8.1.3.3. FEDMALL funds cover cadet uniform items/accessories and specialty items only available within the WINGS Logistics module. These items are available through the Defense Logistics Agency (DLA), which is the mandatory source.

8.1.4. Utilizing Unit Funding. Units will select the most appropriate method based on mission requirements, and what their school can support (credit card vs. reimbursement) while ensuring full compliance with all AFJROTC financial and procurement policies. The appropriate method will depend on the type of expense, vendor capability, timeliness, and operational requirements. Regardless of the method used, all purchases must comply with mandatory source requirements (e.g., DLA via FEDMALL for uniform items), applicable approval authorities, and documentation requirements outlined in this chapter. Units must ensure that all purchases are pre-coordinated when required, properly documented in WINGS, and aligned with authorized funding categories. There are four primary funding methods for AFJROTC units to purchase authorized goods and services.

8.1.4.1. HQ Credit Card (GPC and GTC). Method through which HQ AFJROTC personnel purchase authorized goods and services on behalf of an AFJROTC unit. Although available to all units, this method is especially beneficial for Title I schools unable to use the reimbursement process because they cannot cover expenses up front, and for units without an active SAM.gov registration. Funds are taken directly from the unit's allocated budget. See paragraph 8.3 and "how to" guidance in WINGS | Published Files | JROTC | 4. JRS-Support Division | Finance.

8.1.4.2. Reimbursement. Method through which AFJROTC units cover the purchase of authorized goods and services up front using school or unit fundraising dollars, then submits a reimbursement request to Holm Center Finance. Funds are taken directly from the unit's allocated budget. See paragraph 8.4. and "how to" guidance in WINGS | Published Files | JROTC | 4. JRS-Support Division | Finance.

8.1.4.3. FEDMALL. Method through which AFJROTC units order authorized cadet uniform items through DLA. Funds are taken directly from the unit's allocated budget when order is placed in WINGS. In certain situations, with HQ AFJROTC approval, the purchase of authorized uniform items may be made using the HQ credit card or reimbursement process. See paragraph 8.10.

8.1.4.4. HQ AFJROTC Contracts. This is the method through which AFJROTC units purchase authorized goods and services through a formal AFJROTC contract. Examples include dry cleaning and alterations, accoutrements, and Leadership Development Requirements (LDR) equipment. Funds for dry cleaning, alterations, and accoutrement contracts are taken directly from the unit's allocated budget, while LDR equipment contracts are funded centrally by HQ AFJROTC. See "how to" guidance in WINGS | Published Files | JROTC | 4. JRS-Support Division | Finance.

8.1.5. Additional Funds. A unit will not receive more O&M and MILPER support in one fiscal year than what was allocated without strong justification and the unit's RD or RS approval.

8.1.6. Transfer of Funds. The funds transfer process is designed to maximize the utilization of AFJROTC funding by providing units with greater spending flexibility and enabling RS/RDs to exercise more efficient control of funds. There are five types of funds transfers:

8.1.6.1. Fall and Spring Semester "Per Cadet" AFJROTC Funds Transfers: In the fall once the overall AFJROTC budget is determined, funds are received and units have formally submitted their PSR, AFJROTC leadership will determine the FY "per cadet" funding levels for O&M, MILPER and FEDMALL. Cadet enrollment and per cadet funds (O&M MILPER and FEDMALL) are reported to Holm Center SDF, who then transfers all three types of funds to each unit. When the second semester PSR is submitted, updated cadet enrollment numbers are reported to SDF, and the transfer process is repeated for newly enrolled cadets.

8.1.6.2. Support Division (JRS) Funds Transfer to JRX (LDR Support), RS/RDs, etc.: Based on AFJROTC leadership funding allocation, and unit request for attendance at national competitions, the JRS Division Chief will transfer the authorized O&M and MILPER funds to the JRX LDR lead for distribution as appropriate.

8.1.6.3. Cadet Leadership Course (CLC) Funds Transfer: Once unit attendance and host CLC event data is approved by RDs in WINGS, the JRS Division Chief and the JRS CLC

lead will determine the maximum per cadet O&M and MILPER funds for the host unit and each attending unit. Those funds will be based on the standardized authorization for cadet travel, meals and lodging, and the amount of overall funds that AFJROTC leadership authorized for CLC during the current year. If there are CLC funds remaining after overall funds are dispersed, units and CLC event hosts are authorized to submit additional fund requests that must be processed via their RD.

8.1.6.3.1. Authorized RS/RD Transfer of CLC Funds. CLC funds are never authorized to be moved from CLC to regular funds. That task is only authorized by the JRS Division Chief. If all funds (O&M or MILPER) have been dispersed and or utilized in WINGS for a particular host/unit, they are authorized to make a request to their RD. If recommended by the RD, the request to transfer CLC funds from CLC unit to CLC unit must be approved by the RS (the JRS Division Chief is always courtesy copied on the approval). The unit giving up the funds must authorize the transfer.

8.1.6.3.2 Authorized RS/RD Transfer of Regular Funds to CLC Funds: While transfer of CLC funds to regular funds is not authorized, if necessary, movement of regular funds to CLC funds is authorized. The RD must coordinate the transfer, and the RS must approve it. The unit giving up the funds must also authorize the transfer.

8.1.6.4. General RS/RD Funds Transfer Within and Between Units: RS/RDs are authorized to transfer funds (FEDMALL and MILPER only) within a single unit and all three (FEDMALL, MILPER and O&M) between units. If the transfer involves movement of funds between units, the RS must ensure the unit from which funds are being transferred is fully informed.

8.1.6.5. JRS Division Chief Funds Transfers. When additional funds become available, the JRS Division Chief will coordinate with RSs to develop a plan that ensures equitable distribution across all regions. The JRS Division Chief will transfer funds only to the RSs, who have the authority to allocate funds as appropriate.

NOTE: All fund transfers—except for FEDMALL and MILPER conversions within a single unit—require RS approval, with the JRS Division Chief courtesy-copied on the final approval email.

8.2. Holm Center and HQ AFJROTC Suspense Dates

8.2.1. 15 June – Last day to submit O&M HQ Credit Card/Reimbursement packages.

Units must have 100% of their O&M funds in “Submitted to HQ” status in WINGS. If using the HQ credit card, all required documents/invoices and the final signed receipt must be attached. If using a reimbursement request, the package must be complete, including all paid receipts, a current/completed Memo for Reimbursement (MFR), applicable Roster/Funds Verification Sheet, and a signed WINGS-generated invoice. Submitting an incomplete request package will not protect unit funds. All packages must include all required

documents; otherwise, the funds will be lost. Instructors should be aware that placing unit funds in “Proposed” status does not protect the funds, only properly “Submitted to HQ” packages keep the funds protected. All remaining unsubmitted funds will be pulled on 16 June.

Direct all questions for O&M reimbursements to Holm Center Finance at jrotc.reimbursements@au.af.edu. Direct all questions for HQ credit card packages to HQ Credit Card at jrotc.jrs.creditcardholder@au.af.edu.

8.2.2. 25 July – Last day to submit finalized CLC Credit Card/Reimbursement packages. Follow HQ Support instructions in Operational Supplement Chapter 6, Cadet Leadership Course to ensure funding is planned. Units must pre-plan to ensure funding is requested prior to executing the CLC. If using the HQ credit card, all required documents/invoices and the final signed receipt must be attached. If using a reimbursement request, the package must be complete, including all paid receipts, a current/completed Memo for Reimbursement (MFR), applicable Roster/Funds Verification Sheet, and a signed WINGS-generated invoice. Units will be held to this suspense to submit finalized packages. Also, units must pre-plan the need for signed receipts as this is a hard suspense. All remaining CLC funds will be pulled on 26 July.

Direct all questions for CLC funding to HQ Support at jrotc.jrs.support@au.af.edu. Direct all questions for credit card requests to HQ Credit Card at jrotc.jrs.creditcardholder@au.af.edu.

8.2.3. 15 August – Last day to submit MILPER credit card requests. Direct all questions for credit card requests to HQ Credit Card at jrotc.jrs.creditcardholder@au.af.edu.

8.2.4. 15 September – Last day to order via FEDMALL. All unused FEDMALL funds will be pulled on 16 September. Direct all questions for FEDMALL funding to HQ Logistics at jrotc.jrs.logistics@au.af.edu.

8.2.5. 15 September – Last day to submit MILPER reimbursement packages. Request packages must be in “Submitted” status in WINGS with an attached signed/paid receipt. All unused MILPER will be pulled on 16 September. Direct all questions for MILPER reimbursement requests to Holm Center Finance at jrotc.reimbursements@au.af.edu.

8.2.6. 16 September – Fallout funds redistributed to units. If any FEDMALL fallout funds are available, RDs will redistribute them to units with a legitimate need and a submitted funding request. Fallout funds MUST be spent NLT 25 September.

8.3. Cadet Activities

8.3.1. Approval Authority. The Holm Center Commander has delegated approval authority for cadet activities to the Director, HQ AFJROTC and Holm Center Finance. If your activity or event venue is not listed as authorized and clarification is needed, contact HQ Support at jrotc.jrs.support@au.af.edu. When in doubt, ask. Holm Center Finance WILL NOT reimburse,

nor will HQ credit cards cover ANY costs unless it meets the criteria stated above, or HQ Support has pre-approved the activity or event venue along with documentation.

8.3.2. Authorized Activities. All cadet activities must be in direct support of AFJROTC curriculum and authorized LDRs. Authorization includes meals, transportation, lodging, and entry fees for cadets to visit military and civilian facilities as described below.

8.3.3. Cadet Meals. Cadet meals are limited to a maximum of \$50.00 per cadet per day. Instructor meals are not authorized. If cadets are given money directly for meals (for exceptional case situations), they must sign the Cadet Roster/Funds Verification Sheet and indicate the exact amount received. Reimbursement for in-school meals (those meals served at the unit's home school during normal school hours) is not authorized.

8.3.4. Cadet Lodging. Cadet lodging is limited to a maximum of \$60 per cadet per authorized night. For fewer than four cadets of the same sex attending a national-level competition (as defined in the LDR National Competitions calendar) found in WINGS published files JROTC-AFJROTC LDRs, units may request up to the DoW JTR maximum lodging rate for that location. This does not apply to cadet meals. Instructor lodging is authorized per the DoW Maximum Lodging Rate. See Table 2.

8.3.5. Transportation. When using GTC to purchase air or bus transportation, the Travel Management Office (TMO) at Maxwell AFB will research options, identify tickets and pricing, and book transportation for units. Instructors will need to fill out the applicable air or bus request form found in WINGS | Published Files | JROTC | 6. Forms, then attach the form to the credit card request in WINGS. HQ Logistics will coordinate directly with TMO on behalf of the unit to secure transportation. Units no longer need to obtain estimates or invoices from airlines or bus services; these will be provided directly to HQ AFJROTC. This process applies only to GTC purchases (not GPC). Lodging and other travel-related expenses still require documentation as outlined in this Finance Guide. Because WINGS requires a dollar amount to submit the request, enter \$1.00 as a placeholder; the actual cost will be updated once the trip is booked.

8.4. Cadet Uniform Items: Operational Supplement Chapter 7, Uniform and Awards provides policy and guidance for cadet uniform wear. Units must utilize FEDMALL/DLA to purchase cadet uniform items.

8.4.1. If a FEDMALL/DLA item is on backorder status for an excessive amount of time, shows "processing" or not received after 30 to 45 days, units should check the order status by contacting DLA via email or phone. Instructions for checking the status of a FEDMALL order are located in WINGS | Published Files | JROTC | 4. JRS-Support Division | Logistics.

8.4.2. Units must receive HQ AFJROTC/JRS approval prior to using outside sources/vendors other than FEDMALL. If an item is not available through DLA (discontinued, not carried, or on extended backorder), units must request a DLA Waiver through HQ AFJROTC Logistics

prior to purchasing from a commercial vendor. The waiver request and form must be submitted in accordance with instructions located in WINGS under Published Files | JROTC | 6. Forms. Only after receiving HQ AFJROTC Logistics approval may units proceed with a commercial purchase using MILPER funds. Approved purchases may be made using the HQ credit card or reimbursement process.

8.4.2.1. HQ AFJROTC will periodically publish Uniform Purchase Waiver Policy memorandums identifying specific uniform items experiencing procurement challenges through DLA. These memorandums outline items that are pre-approved for waiver eligibility for a defined period; however, units are still required to attempt ordering through DLA prior to submitting a waiver request. Waiver approvals remain limited to validated shortages and immediate operational requirements only.

8.4.2.2. For additional guidance on DLA waiver procedures, logistics processes, and ordering requirements, refer to Operational Supplement Chapter 3, Logistics.

8.5. HQ Credit Card (GPC and GTC) Purchase Instructions:

8.5.1. Purchase Priorities. The use of unit funds will be prioritized for three primary purposes:

8.5.1.1. Paying for expenses to take Curriculum in Action (CIA) field trips, such as transportation, lodging, meals, and entry fees.

8.5.1.2. Obtaining cadet uniform items and accoutrements authorized in Table 3, only when not available through FEDMALL/DLA or accoutrements contract.

8.5.1.3. Obtaining consumable administrative and operational supplies authorized in Table 4.

8.5.2. Pre-Authorized Use. The HQ AFJROTC credit card is for pre-authorized use only. ***At no time will the credit cards be used to pay for supplies/services after the fact.*** Units will be responsible for any funds expended without preapproval from HQ. There are certain restrictions when using the HQ AFJROTC GPC depending on the items/services being purchased. Purchases of office supplies and equipment are restricted to GSA Global Supply or GSA Advantage ONLY and must meet FSSI/Ability One requirements. Email requests for specialty items to jrotc.jrs.logistics@au.af.edu.

8.5.3. No Split Requests. A split request occurs when a partial order is submitted to stay under the maximum limit (\$5000), followed by a second request for the same item. For example, purchasing 15 sabers in October and then another 5 sabers in November (the unit desires 20 total sabers and splits the order into two requests).

8.5.4. Tax Exemption. All credit card requests are **TAX EXEMPT** and all invoices with taxes will be returned to the unit to render an appropriate invoice with NO taxes. The HQ

AFJROTC tax exempt number is **931175536** and the official memo can be found in WINGS | Published Files.

8.5.5. Form 889. Prior to submitting a GPC (supplies, equipment, and entry fee) request to HQ AFJROTC, a “Covered Telecommunications Equipment or Services-Representation” commonly known as Form 889 must be obtained from every vendor on the request. The form is good for one year from the date of signature. The form can be reused but must be updated for each calendar year. For HQ AFJROTC to be able to do business with the requested company, the Form 889 must be attached to each request in WINGS. If no Form 889 is attached, the request will be returned to the unit for correction. This document is for the vendor to represent whether they will, or will not, provide covered telecommunications equipment or services to the government as listed under "procedures" on the form. Finally, the vendor's name should be listed on the merchant/business name line, and an authorized company representative must print, sign, and date the next line. Once completed and signed, submit Form 889 with your GPC request. Find the form in WINGS | Published Files | JROTC | 6. Forms.

8.5.6. Credit Card Purchase Rules. The following rules apply:

8.5.6.1. All credit card requests must be submitted NLT 30 days prior to the event.

8.5.6.2. Instructors must ensure the vendor is able to accept and process a credit card transaction using an authorized payment processing system. If a vendor does not accept credit card payment, the credit card process cannot be used, meaning the unit and/or school will be responsible for funding with no reimbursement from the Air Force. AFJROTC instructors cannot obligate the Air Force to any unauthorized funding or spending.

8.5.6.3. PayPal, Square, CashApp, Zelle, eBay, or any similar type of payment processing software is unauthorized for use. Instructors will need to verify the payment processing software used before submitting the request in WINGS. Any vendor found to be using this software after the fact will not be used again. The unit is responsible for finding new vendors with authorized payment processing software.

8.5.7. Credit Card Reminders. The following are key reminders for credit card requests:

8.5.7.1. Each credit card request will be limited to one vendor per request. There can be multiple line items but only one vendor on each request.

8.5.7.2. Upload “Itemized Invoices” and/or zero balance receipts.

8.5.7.3. Upload Covered Telecommunications Equipment or Services-Representation, commonly known as Form 889 for GPC requests.

8.5.7.4. Use + sign to add a new line instead of creating an additional request.

8.5.7.5. If the invoice exceeds the authorized amount, the unit must note in the Unit Comment Section of the reimbursement request that it will cover the difference.

Example: If the authorized amount is \$6.98 and the unit intends to spend \$8.00, the comment should state that the \$1.02 difference will be paid from fundraiser proceeds and that HQ should not reimburse the vendor for that portion.

8.5.7.6. For GSA Global Supply, DO NOT save a password to your PARKED CART.

8.5.7.7. When submitting a request for meals, lodging, and entry fees, be sure to include the invoice, a cadet roster, and a memo for reimbursement (Figure 2).

8.5.7.8. No handwritten receipts, estimates, quotes, or invoices.

8.5.7.9. Vendor CANNOT charge the HQ credit card until all items have been shipped or received.

8.5.8. Monitoring Requests. Once a request is submitted, the instructor should monitor WINGS daily in case it is returned. Instructors must also check their unforwarded .edu email, as HQ AFJROTC purchasing agents may send messages regarding the request. If returned, instructors must take immediate action to correct and resubmit. Returned credit card requests not corrected and resubmitted within 7 calendar days will be cancelled. Once resubmitted, instructors must follow up on the returned request, including contacting HQ Logistics to confirm the correction and prevent a second return.

8.5.9. Paid Receipts. Units must upload signed and dated paid receipts (showing a zero balance) for all HQ credit card packages immediately upon receipt of items or services. This step completes the transaction and is critical to the process. **Failure to upload paid receipts within 5 days may result in the unit's account being disabled and any further spending suspended until the HQ credit card package is completed. Any new requests will be automatically cancelled.**

NOTE: For GSA requests, the unit has 5 days to identify all items that have been received. 8.2.1. xx April – Last day to submit CLC Credit Card requests. Units electing to use the HQ credit card for CLC-related expenses must ensure their request is submitted no later than the suspense date to allow adequate processing time. Units will follow guidance outlined in Operational Supplement Chapter 6, Cadet Leadership Course and/or provided by HQ Support. If both GPC and GTC cards are needed for the CLC, separate requests must be submitted.

8.5.10. Exceptions. Instructors must contact HQ Support for any credit card purchase exceptions. All exceptions require HQ AFJROTC approval before the unit initiates a purchase transaction.

8.6. Reimbursement Electronic Funds Transfer (EFT). Reimbursement implies that expenses have already been paid. Units may submit multiple reimbursement requests monthly for goods and services received. The following is mandatory for each request:

8.6.1. Original Invoice. WINGS-generated Original Invoice with two signatures: (1) SASI or ASI, and (2) a school official. By signing this invoice, you are stating that “all items have been received” or “all services have been rendered” and the total amount has been “Paid in Full.” You must attach receipts/proof of payment for all expenses before HQ can approve your request. **Receipts of payment must be itemized or accompanied by an itemized document showing the vendor’s full contact information, date of payment, receipts number, amount paid, and what type of payment used.** A zero-balance receipt is preferred, but you will only receive reimbursement for the valid amount the receipt shows you actually paid. See Figure 1-WINGS Original Invoice.

8.6.2. Required Documents. One Memorandum for Reimbursement (MFR) and one Cadet Roster/Funds Verification Sheet must be submitted for each event containing food, lodging and/or transportation. Templates may be found in WINGS | Published Files | JROTC | 6. Forms. Use these documents to ensure all information is captured.

8.6.3. Other requirements:

8.6.3.1. Supporting documentation from the RD authorizing special circumstances.

8.6.3.2. Handwritten cash receipts must include the same information as computer-generated receipts and be signed by the individual receiving payment.

8.6.3.3. Explanation of any discrepancies between totals reported in WINGS.

8.6.3.4. Do NOT include check requests, itineraries, screenshots, invoices, purchase orders, or estimates in lieu of receipts of payment.

8.6.4. Reimbursement Request Rules. The following rules apply:

8.6.4.1. Each request must be limited to one event (e.g. CIA trip); however, a request may include multiple non-events (e.g. supplies, equipment).

8.6.4.2. PayPal, Square, CashApp, Zelle, eBay, or any similar type of payment processing software is unauthorized for use. Instructors will need to verify the payment processing software used before purchasing. Any receipt or proof of payment showing use of an unauthorized payment processing software will be rejected.

8.6.4.3. Reimbursements for school employees or chaperones are not authorized.

8.6.4.4. Submit a reimbursement request for goods and services received within 30 days of the receipt date.

8.6.4.5. Upload all required documentation in the request. All attachments must be submitted in PDF format.

8.6.4.6. Vendors who provide a combination of MILPER and O&M chargeable services must provide a price breakout of each service on the receipt. While the vendor typically charges customers a single fee, AFJROTC units must obtain a receipt with lodging, transportation and meals broken out.

8.6.5. Reimbursement Reminders. The following are key reminders for reimbursement requests:

8.6.5.1. Upload request into WINGS. Requests received outside of WINGS will not be processed.

8.6.5.2. Upload WINGS-generated “Original Invoice.”

8.6.5.3. Reimbursement requests cannot cross fiscal years. The fiscal year runs from 1 October to 30 September and represents different accounts of funds. Be meticulous in projecting your year-end spending to ensure any August and September expenses (e.g., dry cleaning and alterations) are accounted for. Also, do not submit expenses incurred prior to 1 October as part of the next fiscal year’s expenses. You must be certain that you have money in both fiscal years to cover all expenses incurred.

8.6.5.4. Select the correct funding category in WINGS and on the WINGS-generated “Original Invoice” to keep the process moving. Requests will be returned for correction if the wrong category is selected. Verify the correct amounts for CIA transportation, CIA lodging, uniform alterations, cadet meals, other O&M reimbursable expenses, etc. into WINGS.

8.6.5.5. Ensure WINGS “Original Invoice” has two signatures—one from an instructor, one from a school official.

8.6.5.6. All transactions must include an associated receipt. All receipts must be clear and legible.

NOTE: Tips may not be claimed for reimbursement.

8.6.5.7. All attachments must be submitted in PDF format. No other file format will be accepted.

8.6.5.8. Avoid submitting multiple requests for the same reimbursement. Before generating a new reimbursement request, review previously submitted items to prevent duplication. Multiple payments for the same expense delay processing and require additional steps to recover overpayments.

8.6.5.9. Include the required MFR and cadet roster for all CIA/CLC events.

8.6.5.10. Ensure to submit the reimbursement request in WINGS once finalized. Requests in proposed status do not count as official submissions.

8.6.5.11. Identify the exact number of cadets who participated to determine if the unit stayed within the \$50 per cadet per day limit for meals or the \$60 per cadet per authorized night limit for lodging.

8.6.5.12. Verify the date of service is printed on receipt.

8.6.5.13. List the school mileage rate on reimbursement requests for instructor travel.

8.6.5.14. Include an instructor's signature on the stamped paid receipt/invoice for dry cleaning/alterations.

8.6.5.15. Do NOT write/line through items on any invoice. No dates or invoice numbers may be altered. Any adjustments or alterations that must be made on source documents to item line or receipt total must have a single line drawn through it, initiated, and an explanation of why the change is made.

8.6.6. Once the request is verified as correct, submit the request in WINGS. It is essential that instructors submit complete and accurate packages the first time to ensure timely processing and minimize returns or delays.

8.6.7. Once a request is submitted, the instructor should monitor WINGS daily in case it is returned. If returned for corrections, Holm Center Finance will provide a reason/comment and POC for questions. Instructors must take immediate action to correct the request and resubmit it. If needed, instructors should call the POC listed for clarification. Once resubmitted, the reimbursement request will go to the bottom of the queue for review. Returned reimbursement requests not corrected and resubmitted within 30 calendar days will be cancelled.

8.6.8. Receiving payments. The Defense Finance Accounting Service (DFAS) requires that all reimbursement payments be made by EFT through the Unique Entity Identifier (UEI) and Commercial and Government Entities (CAGE) Code process. SAM.gov is the official Federal Government website used for electronic reimbursements to districts and schools. Units must maintain active registration in SAM.gov to receive reimbursement payments. Instructions for registering or renewing SAM.gov accounts are in WINGS | Published Files | JROTC | 4. JRS-Support Division | Finance.

8.6.8.1. UEI/CAGE codes must be renewed annually no later than 30 days prior to the expiration date. Units are required to report the new expiration date to Holm Center Finance at jrotc.reimbursements@au.af.edu. Failure to report the updated expiration date will delay reimbursement requests, as payment from DFAS will be rejected

8.6.8.2. Units should notify the appropriate district or school POC when submitting reimbursement requests in WINGS to help facilitate tracking. EFT deposits are not easily identified as AFJROTC reimbursements and may appear as “DFAS” within the deposit notification.

TABLE 1: Cadet Activity Fees

		Authorized?	
		MILPER	O&M
Activity	Restrictions	Meals	Entry Fee
CIA Trip	Authorized venues with emphasis on government, military, space, or flight activities only.	Yes	Yes
Banquets, Balls, Dining-Ins/Outs	Not authorized for purchase.	No	No
Civilian Historical Facilities, Educational/Science or Military/Government Facilities	Authorized venues with emphasis on government, military, space, or flight activities only.	Yes	Yes
Color Guard Performance		Yes	Yes
Community Service Projects		Yes	Yes
LDR Activities and Competitions (Marksmanship, Drill, Raider, CyberPatriot, StellarXplorers, Physical Fitness, JLAB, Orienteering, Archery, and any other LDR activity with a competition)	See Table 4 for LDR equipment authorizations.	Yes	Yes
Unit-Sponsored Teambuilding Events	Not authorized for non-JROTC cadets.	Yes	No
Food/Beverages part of a meal deal		Yes	No
Movie Theater Expenses (to include cadet tickets, cadet meals; includes IMAX)	Authorized venues with emphasis on government, military, space, or flight activities only.	Yes	Yes
Obstacle Course Expenses (to include cadet tickets, cadet meals)	Commercial courses only.	Yes	Yes
Parade Expenses (to include cadet meals, entry fees)		Yes	Yes
Expenses for SASI, ASI, or Cadre	Not authorized for purchase.	No	No
Cadet Training Officers/Instructors (CTO or CTI) that are NOT enrolled cadets; Bus Drivers or other School Employees; Chaperones	Fees associated with these individuals/groups are never authorized.	No	No
Amusement Parks (Disney World, Six Flags, etc.)	Not authorized for purchase.	No	No

TABLE 2: O&M Lodging & Transportation

Activity	Restrictions	O&M Tracking Category		
		CIA Trans	CIA Lodging Instructors	CIA Lodging Cadets
Ticketed Transportation	Includes Baggage Fee	Yes	No	No
Cadet's maximum lodging rate equals \$60 per cadet per authorized night.	Restricted to authorized venues as authorized in Table 2. Unit must submit a cadet roster.	No	No	Yes Exception: For fewer than four cadets attending a national-level competition, per paragraph 8.3.4.
Instructor Lodging Rate: DoW max Lodging Rate can be found through the Defense Travel Management Office https://www.travel.dod.mil/travel-transportation-rates/per-diem/per-diem-rate-lookup/	Restricted to authorized venues as authorized in Table 2. Authorized travel to designated Air Force support bases, ROTC Detachments, ANG/AFRES bases, Civil Air Patrol (CAP) units, or other authorized locations in support of the AFJROTC program.	No	Yes	No
POV and Rental Vehicles	Includes fuel, toll, and parking, as well as POV mileage for travel to designated Air Force support bases, ROTC Detachments, ANG/AFRES bases, Civil Air Patrol (CAP) units; or other authorized locations. Travel must support AFJROTC activities, including training, or pickup/turn-in of equipment, uniforms, books, and other supplies, or in support of instructor recruiting at Transition Assistance Program (TAP) classes. Apply the school's mileage rate and document that rate on the paid receipt.	Yes	No	No
Instructor Meetings	SASI and ASIs only	No	No	No

Cadet Training Officers, Instructors (CTOs/CTIs) that are NOT active cadets; Bus Drivers or other school employees; Chaperones	Fees associated with these groups are never authorized	No	No	No
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TABLE 3: Authorized Equipment & Uniform Items

		Authorized		
Item	Restrictions	MILPER	FEDMALL	O&M
Baseball Caps	Plain baseball caps must be manufactured/purchased in the United States and be USAF blue (#00308f Hex Color Code). Authorized for ABUs only.	Yes	No	No
Camelbacks		No	No	No
Dry Cleaning, Laundry and Uniform Alterations	Must utilize HQ Dry Cleaning/Alterations Contract. Utility uniforms are not authorized to be dry cleaned	Yes	No	No
U.S., Military Services, and State Flags; Flag Poles (indoor and drill) with fennels, flag stands, Guidon Flags and Poles, Color Guard Equipment (harness and belts)	Limit one of each military service flag and unit's location State flag only	No	No	Yes
Garment Bags	For unit storage only. Individual cadet or drill team travel garment bags are not authorized.	No	No	Yes
Uniform Ribbons and Medals	Must be purchased using HQ Accoutrements Contract. Unit Patches are not authorized.	Yes	Yes	No
Fitness/PT/Wellness Equipment (includes sports equipment)	Not authorized for purchase. Gym memberships and renting a weight room is prohibited.	No	No	No
Replica training rifles, sabers, rifle slings, harnesses, archery equipment (excludes arrows). Includes purchase and repair services for these items. NOTE: Does not include LDR contract items available in WINGS.	Items for storage are not authorized. School is responsible for providing furniture, cabinets, or safes for storage and security of Air Force property.	No	No	Yes

TABLE 3 (Cont)

Cadet uniform nametags, nametapes and ribbon racks	Must utilize HQ Accoutrements Contract. Cadets are authorized one silver nametag and two blue nametags. For utility uniforms, cadets are authorized one nametape and one AF or SF JROTC nametape. Replacement costs are the responsibility of the cadet.	Yes	Yes	No
Uniforms—Dress blues and utility uniforms, including standard headgear and footwear	Must use FEDMALL first.	Yes	Yes	N/A
Local Purchase PT Gear	Not authorized for purchase.	No	No	No
Gloves, berets, shoulder cords, head gear insignia for berets and service caps, ascots, silver braid (3/4 inch for slacks) and service caps	Beret colors are only dark blue, black, and white. Ascots must be solid color only. See Operational Supplement Chapter 7.	Yes	No	No
Cadet Uniform-Specialty Items	Maternity uniform items are authorized for purchase. CLC gear and polo shirts are not authorized for purchase.	Yes	No	No
Bottled Water	Unless part of a meal.	No	No	No
LDR-specific equipment for training or local, state, and national competitions NOTE: Does not include LDR contract items available in WINGS	Defined as items that directly support cadet participation in HQ-approved LDRs. This includes, but is not limited to, Raider team equipment, such as ropes, carabiners, litter carries, helmets, and gloves. Robotics and drone competition equipment, including annual game course materials, as well as specialized tools, components, and supplies required to design, build, and program competition robots and drones.	No	No	Yes

TABLE 4: Office, Classroom & Other Supplies

		Authorized
Item	Restrictions	O&M
Motor oil, coolant, car washes (vehicle maintenance items)	Not authorized for purchase.	No
Aircraft Simulators, Software and Accessories	Not authorized for purchase.	No
Model Aircraft (non-flying , without a remote controller, static, shelf models)	Authorized for purchase in support of official modeling LDR only (consumable).	Yes
Model Aircraft (flying , with a remote controller, RC aircraft, multicopter, UAS)	Not authorized for purchase.	No
Repair of AF-purchased LDR equipment.	Authorized for purchase.	Yes
Audio and Video Equipment (including television & monitors)	Not authorized for purchase.	No
CPR Certification, Instructor CPR Trainer Certification	Authorized for instructors only (SASI/ASI).	Yes
Cadet FAA Ground School Test & Part 107 Certification	Authorized one test each per cadet only.	Yes
Instructor Multicopter Certification, Ground School Instructor (BGI or AGI) Certification	Not authorized for purchase.	No
Cadet Flight Physicals & TSA Clearances	Contact Flight Academy. (jrotc.fa@au.af.edu)	Yes
Computers—Desktops, Laptops, Printers, Peripherals, Data Storage Devices	Not authorized for purchase. Per MOA, school districts are responsible for providing for unit.	No
Repair and Maintenance of Air Force ADPE Property	Not authorized for purchase.	No
Repair and Maintenance of non-Air Force Property	Not authorized for purchase.	No
Etcher/Engraver	To permanently mark equipment.	Yes
Model Rocketry Items and Accessories	Not authorized for purchase.	No

TABLE 4 (Cont)

Medical Services (nurse, medical technician) for CLC or any event	Not authorized for purchase.	No
Unit Memorabilia	Not authorized for purchase; includes unit coins, pins, awards, plaques, trophies, yearbooks, graduation stoles, etc.	No
Furniture	Not authorized for purchase; includes furniture items, such as chairs, desks, benches, podium, cabinet, racks, shelving display cases, trash cans, signs and unit banners.	No
Consumable Admin Office Supplies	Unit may purchase printer toner, printer cartridges, paper, pens, pencils, folders, tape, postal expenses for official AFJROTC business, batteries, staplers, scissors, paper clips (GSA FSSI Requirement). If using HQ Credit Card, items must be purchased using GSA Global Supply. If item is not provided in GSA Global Supply, you may use GSA Advantage other sources. Custom business cards and smartboards are not authorized.	Yes
Picture Frames/Display	For Chain of Command photos only.	Yes
Phones, PDA, Tablets, iPad	Not authorized for purchase; includes purchase, rental, installation, lines and surcharges.	No
Copy Services	Authorized expenses include Cadet Guide/Handbook/OI, cadet folders, invitations, stationery, program information, letters to parents and prospective cadets, etc.	Yes
Safety Equipment (reflective vests, belts, cones, safety gloves)	Camelbacks are not authorized.	Yes
Tents, tarps, canopies, etc.	Not authorized for purchase.	No
Travel totes and locks (weapons cases)	Travel only. Schools are responsible for storage and security of Air Force equipment on campus.	Yes

FOREWORD

This Operational Supplement (Ops Sup) defines the Unit Assessment (UA) framework governing AFJROTC program evaluations. It provides policy-level guidance on assessment types, visit procedures, rating criteria, required documentation, and suspenses. This chapter establishes the standards, expectations, and reference points to ensure consistent, compliant assessment practices across all AFJROTC units.

Reference: WINGS Published Files | JRO | UA folder for the HQ AFJROTC-published UA checklist and all supporting materials. All visit activities, documentation requirements, and rating decisions will comply with the standards and procedures established herein.

NOTE: All instructors and cadets must read and apply this supplement prior to any unit visit.

9.1. Assessment Overview. The AFJROTC assessment program evaluates unit compliance with the DD Form 3202, *Memorandum of Agreement* (MOA), public law, Department of War (DoW) directives, and Air Force instructions. Assessments are conducted by HQ Representatives and serve as the primary accountability mechanism for all active units. All assessments use the HQ-AFJROTC-published checklist as the official evaluation instrument.

9.1.1. Effective AY 2026–2027, HQ AFJROTC conducts two types of UAs: Tier 1 (Full) and Tier 2 (Modified). All units receive an annual visit; units assigned to a Tier 1 or Tier 2 UA receive a formal graded assessment. In general, units receive a Tier 1 UA once every three years, with Tier 2 UAs conducted in the remaining two years of each three-year cycle.

9.1.2. Units are assigned to one of three scheduling buckets (Bucket A, B, or C) by their RD. Each bucket follows a staggered Tier 1/Tier 2 rotation, ensuring approximately one-third of all units receive a Tier 1 UA each academic year. Units remain in their assigned bucket regardless of assessment type or overall rating; the RD retains discretion to authorize exceptions.

Table 9.1. Scheduling Bucket Rotation.

ACADEMIC YEAR	BUCKET A	BUCKET B	BUCKET C
AY 2026–2027	Tier 1	Tier 2	Tier 2
AY 2027–2028	Tier 2	Tier 1	Tier 2
AY 2028–2029	Tier 2	Tier 2	Tier 1
AY 2029–2030	Tier 1	Tier 2	Tier 2
AY 2030–2031	Tier 2	Tier 1	Tier 2
AY 2031–2032	Tier 2	Tier 2	Tier 1

9.2. Assessment Types. Table 9.2 summarizes the six assessment/visit types used in the AFJROTC assessment cycle.

Table 9.2. Assessment/Visit Types Summary.

VISIT TYPE	DESCRIPTION	RATED?
Annual Self-Assessment	Conducted annually NLT 15 March or NLT 14 calendar days prior to an external evaluation (whichever comes first). The Headquarters AFJROTC representative will use the unit self-assessment to validate findings identified during the external visit.	No
New Unit/New Instructor Visit (NUV/NIV)	Conducted in first semester for first-year units and units where all instructors are in their first year. Sections I and II assessed; remaining sections will be reviewed.	No
Staff Assistance Visit (SAV)	Conducted when the previous visit was an NUV/NIV. All sections are assessed, but no overall rating is assigned. A SAV may also be conducted when experienced instructors transfer to another unit. Discrepancies require an HQ Action Plan.	No
Tier 1 UA	Formal, graded assessment using the standard UA Checklist. All items in Sections I–IV graded; Section V SII assessed. Required activities include Mass Formation/Uniform Inspection, 30-Command Drill Sequence, Color Guard Sequence, and Instructor/Classroom Lesson (AS/LE).	Yes All Sections
Tier 2 UA	Formal, graded assessment using a modified UA Checklist. Sections I–II graded (MS/MSWD/DNMS); Section V SII assessed. Sections III–IV assessed as 'On Track' or 'Needs Improvement' only - not factored into the overall rating. Mass Formation/Uniform Inspection, 30-Command Drill Sequence, Color Guard Sequence, and Instructor/Classroom Lesson (AS/LE) are not required unless directed by the HQ Representative.	Yes Sections I–II
HQ/School-Requested Visit	Addresses specific situations requiring HQ AFJROTC intervention. May occur anytime during the SY; with or without prior notice.	Varies

NOTE: A NUV/NIV follows the standard NUV/NIV → SAV → Tier 1 UA sequence regardless of bucket assignment. The unit remains in its assigned bucket throughout.

9.2.1. Annual Self-Assessment. An honest, objective review of the unit is essential. HQ AFJROTC relies on instructors to operate programs independently and within prescribed standards. The annual self-assessment should involve cadets and school administration, follow the rubric and applicable standards, and clearly communicate program status. To strengthen validity, units are encouraged to invite a neighboring instructor, administrator, or cadets to participate in the self-assessment process.

9.2.1.1. Units must clearly identify and justify all discrepancies and areas of excellence noted in the annual self-assessment. IAW AFJROTCI 36-2010, paragraph 3.10, units must notify both school administration and HQ AFJROTC of any MOA compliance issues within one week of discovery. A thorough self-assessment ensures issues are resolved or surfaced before the HQ visit. Involving school administration fosters shared accountability and prevents surprises on the day of the visit.

9.2.1.2. The HQ Representative's role is to validate the unit's self-assessment findings and determine how effectively program operations meet established requirements. Incomplete or poorly executed self-assessments may negatively affect the unit's overall rating.

9.2.1.3. Instructors should select up to five topics under the Coaching tab of the Annual Self-Assessment in WINGS that they would like to discuss during their external visit/assessment. HQ Representatives will make every effort to address these topics during the visit and/or any other items deemed necessary.

9.2.2. New Unit/New Instructor Visit (NUV/NIV). A NUV/NIV is conducted in the first semester of operations for first-year units and for existing units where all instructors are new to the program. The visit typically takes a full school day and includes a series of engagements designed to assess program operations and strengthen collaboration. The representative meets with the principal and counselors to review startup progress, curriculum alignment, enrollment, and retention; engages with cadet leadership and observes a class; tours all AFJROTC spaces with instructors; discusses contract compliance and early operational matters; conducts coaching on systems and processes; and, when appropriate, meets with district officials. The visit concludes with an out brief to the principal summarizing key outcomes. See paragraph 9.16 for sample unit visit agendas.

9.2.3. Staff Assistance Visit (SAV). A SAV typically follows a NUV/NIV and serves as a developmental visit from HQ AFJROTC. Its purpose is to provide assistance, coaching, and guidance, enabling units to identify and correct areas of concern before a formal graded assessment. The SAV evaluates all sections of the assessment checklist; however, no overall rating will be given. Instructors will prepare for a SAV in the same way as they would for a Tier 1 UA. The unit will prepare an HQ Action Plan for any noted discrepancies. See paragraph 9.15 for sample unit visit agendas.

NOTE: SAVs will not be upgraded or scored as a Tier 1 UA.

9.2.4. Tier 1 Unit Assessment (UA). A Tier 1 UA is a formal graded assessment conducted per the bucket rotation in Table 9.1, using the Tier 1 UA Checklist. All items in Sections I–

IV are evaluated and assigned a rating; Section V SII is assessed separately and does not factor into the overall score. The HQ Representative will debrief all item ratings during the out-brief, and the overall assessment rating will be assigned by HQ AFJROTC following the visit. Coaching opportunities for instructors and cadets are included. The unit will prepare an HQ Action Plan for any noted discrepancies. See Table 9.5 for required activities by visit/assessment type and paragraph 9.15 for sample unit visit agendas.

9.2.5. Tier 2 Unit Assessment (UA). A Tier 2 UA is a formal graded assessment conducted per the bucket rotation in Table 9.1, using the Tier 2 UA Checklist. Sections I and II are fully graded on all items (MS/MSWD/DNMS), and Section V SII is assessed. Sections III and IV are assessed—but not graded on the standard scale—with each item evaluated as 'On Track' or 'Needs Improvement'. Results from Sections III and IV are not factored into the overall unit rating. Coaching opportunities for instructors and cadets are included. The unit will prepare an HQ Action Plan for any noted discrepancies. See Table 9.5 for required activities by visit/assessment type and paragraph 9.15 for sample unit visit agendas.

9.2.6. HQ/School-Requested Visit. A HQ/School-Requested Visit addresses specific areas requiring HQ AFJROTC involvement or intervention. The visit may occur anytime during the school year, with or without prior notice, and may take a full school day. A Tier 1 or Tier 2 UA may be conducted if circumstances warrant. The HQ Representative will complete a formal visit/assessment report in WINGS if warranted and recommend any follow-on actions. The unit will prepare an HQ Action Plan for any noted discrepancies.

9.3. Unit Assessment Ratings. The overall assessment rating is automatically scored in WINGS. For a Tier 1 UA, the overall assessment rating includes items in Section I-IV. For a Tier 2 UA, the overall assessment rating includes items in Section I and Section II only. Overall assessment ratings do not include Section V.

Table 9.3. Unit Assessment Rating Scale.

RATING	AGGREGATE SCORE	GRADE
Exceeds Standards (ES)	≥ 90	A
Meets Standards (MS)	80–89	B
Meets Standards with Discrepancies (MSWD)	60–79	C
Does Not Meet Standards (DNMS)	≤ 59	F

9.4. Rating Changes, On-the-Spot Corrections and Appeals.

9.4.1. Rating Calculation and Upgrades/Downgrades. The overall rating of a UA will be automatically calculated in WINGS. HQ Representatives cannot/will not upgrade or downgrade the WINGS-computed overall ratings.

9.4.2. On-the-Spot Corrections. On-the-spot corrections made during the external assessment will not result in a rating change for that item. A thorough Unit Self-Assessment should identify discrepancies prior to the visit.

9.4.3. Appeals. If a unit believes an item rating or overall assessment rating warrants reconsideration, full written justification must be submitted to HQ AFJROTC through the respective RD. Once received, the RD will review and route the appeal through the chain of command for decision. The decision authority for appeals is the Director of HQ AFJROTC. The final decision and any rating changes will be updated in the "HQ Comments" section of the completed assessment report in WINGS NLT 30 days after the final decision is communicated to the unit.

9.5. Post-Visit Actions.

9.5.1. Post-Visit Report. The HQ Representative will upload a post-visit report—consisting of discrepancies, best practices, and comments—into WINGS for HQ review within three working days following completion of a formal external visit. Within one week of completing the visit, the HQ Representative will provide the school district Superintendent, Principal, and unit instructors with an official memorandum via email summarizing the results and identifying all required follow-up actions. The post-visit report/memorandum could be delayed if results require higher-level review.

9.5.2. Visit Feedback. When the HQ Representative submits the post-assessment report in WINGS, units will receive an auto-generated email to complete an electronic feedback survey. Once the survey is submitted, the UA report will be viewable by the instructor(s).

9.5.3. Assessment Discrepancies/Action Plans. Discrepancies identified during the external visit/assessment (regardless of type) will be reviewed with the principal and instructor(s) during the out brief. Within 30 calendar days of receipt of the post-visit report/memorandum, the unit must submit an HQ Action Plan in WINGS to correct any discrepancies. This includes any 'Needs Improvement' items identified during a Tier 2 UA. Once the HQ Action Plan is submitted, the unit will have until the end of the school year to correct discrepancies and mark complete in WINGS.

NOTE: Failure to submit an HQ Action Plan within 30 calendar days or failure to correct discrepancies could result in probationary action.

9.5.4. Unit Follow-Up/Probation. Probation, if required, allows the district, school, instructor(s), and cadets to correct non-compliance with the MOA, Public Law, DoW, or Air Force instructions. The HQ Action Plan must be coordinated with the principal and include written details of how the unit will correct identified discrepancies. In addition to any probationary action, units receiving a DNMS rating on a Tier 1 or Tier 2 UA, will receive a Tier 1 UA the subsequent year while remaining in their assigned bucket.

9.6. Unit Visit Preparation. Effective planning and preparation are essential to a successful HQ visit. The following checklist ensures all required actions are completed in advance, enabling instructors and cadets to present an organized, compliant, and mission-ready program.

Table 9.4. Unit Visit Preparation Checklist.

PRE-VISIT ITEM	Yes	No	N/A
Accomplish the required Annual Self-Assessment and ensure it is loaded into WINGS NLT 14 days before the unit visit or 15 March (whichever date is earlier).			
Provide your draft agenda to the visiting HQ Representative for review 2 weeks prior to visit/assessment.			
Provide Top Performer nominations to the visiting HQ Representative for review (if requested).			
Provide any "Special Attention" items (positive or negative situations requiring HQ awareness) to the visiting HQ Representative.			
Verify previously planned in brief/out brief times and locations with the Principal, Title IX Coordinator (desired), and Superintendent (if needed).			
Verify previously planned meeting time and location with Counselors.			
Review the Cadet Unit Mission Briefing to ensure all requirements are met.			
Provide directions/maps to the visiting HQ Representative (school/unit location and parking).			
Prepare Top Performer certificates for presentation during the visit.			
Ensure Top Performer nominees present a professional image and are within proper uniform/grooming standards.			
Prepare cadets for unit visit including (1) reason for visit, (2) schedule of events, (3) attendance, uniform wear and grooming expectations, (4) proper customs and courtesies.			
Ensure AFJROTC facilities are clean/neat. Prepare any items worthy of display.			
Verify completeness and accuracy of WINGS data.			
Practice the Cadet Unit Mission Briefing. Update slides as necessary.			

9.7. Required Visit Activities. Each visit type includes a set of standard activities that help guide the visit/assessment agenda. Table 9.5 summarizes required activities and serves as a planning reference to ensure all elements are scheduled, coordinated, and executed effectively.

Table 9.5. Required Activities by Visit/Assessment Type.

VISIT ACTIVITY	NUV/NIV	SAV	Tier 1 UA	Tier 2 UA
Cadet Unit Mission Briefing	N/A	Required	Required	Required
Mass Formation/Uniform Inspection	N/A	Required	Required	If Directed
Cadet Dress and Appearance				Observed
30-Command Drill Sequence	N/A	Required	Required	If Directed
Color Guard Sequence	N/A	Required	Required	If Directed
Instructor/Classroom Lesson (AS/LE)	N/A	Required	Required	If Directed
Classroom Learning Environment				Observed
Instructor/Cadet Coaching	Occurs During All Visits			

Column Key: Required - Activity must occur and is formally graded/assessed

Observed - Activity occurs and is assessed as 'On Track' or 'Needs Improvement'

If Directed - Activity occurs only if directed by the HQ Representative

N/A - Activity does not apply to this visit type

9.8. Unit-Specific Documents. The documents listed in Table 9.6 will be presented to the HQ Representative upon arrival to the school/unit. Requirements apply to all visit types, unless otherwise directed by the HQ Representative.

Table 9.6. Documents Checklist.

REQUIRED DOCUMENTS	Yes	No	N/A
WINGS Inventory List (current within 1 school day of visit)			
Current school-generated Class Roster(s) and Drop/Add List			
Lesson Plans (for AS/LE lesson being taught during Tier 1 UA)			
Access to all DD Forms 3203			
Access to all AFJROTC Supplemental Participation Forms			
Instructor CPR qualifications (upload into WINGS)			
Any locally approved Cadet Waivers (religious/cultural/medical) not in WINGS			
Any MOA/MOUs for Crosstown Students, 8th Graders, and/or LDRs (uploaded in WINGS by JRS)			
Copy of Cadet Unit Mission Briefing			
MFR documenting Annual MOA/Addendum Review			
Written/coordinated Disenrollment Rules and Processes			
Written Hazing Policy			
OPTIONAL DOCUMENTS	Yes	No	N/A
Course Syllabus for all classes			
Unit Seven-Year Curriculum Plan			
Cadet Guide or Operating Instruction			

9.9. Cadet Ownership. AFJROTC is designed to be a cadet-led, cadet-run program. Instructors serve as mentors, advisors, and facilitators, not as task masters, managers, or supervisors. Instructors provide a positive, structured environment that allows cadets to learn through experience while leading in a variety of situations—especially during high-visibility events such as the HQ visit, where cadets demonstrate ownership, confidence, and professionalism under instructor mentorship.

9.9.1. Leadership Transfer. Leadership transfer means organizing, training, and equipping cadets to lead successfully. In new or developing units, instructors may initially model procedures and expectations until cadets gain confidence and competence. As the unit matures, cadet staff begin to delegate leadership to squadron and flight levels. During a unit visit, the HQ Representative assesses how effectively leadership has transferred by observing cadets in action—how they plan, coordinate, and execute events throughout the day with minimal instructor intervention. The visit serves as a visible measure of the unit's developmental progress and the depth of cadet ownership. In high-functioning units, instructors act primarily as a safety net, allowing cadets to manage daily operations independently while demonstrating readiness and professionalism throughout the visit.

9.9.2. HQ Visit Expectations. Program compliance is continuous, not cyclical. Units must remain compliant year-round—not just before an HQ visit. Daily operations should consistently reflect AFJROTC standards so that the HQ visit becomes a natural extension of the unit's routine excellence rather than a special event. A trained and motivated cadet corps, guided by the instructor team, sustains standards through disciplined execution and attention to detail. During the HQ visit, cadets demonstrate this year-round readiness and cadet ownership by running the visit to the greatest extent possible, meeting the HQ Representative, managing the schedule, and executing planned events with confidence and professionalism. The day should mirror normal operations, showcasing cadet-led, cadet-run operations, and authentic leadership transfer. At a minimum, members of the cadet staff should be excused from classes for the entire day of the visit to ensure full participation. All other cadets must attend the Mass Formation/Uniform Inspection (if applicable). Additionally, the cadet staff should:

9.9.2.1. Coordinate logistics and timing, ensuring a smooth transition between events throughout the visit.

9.9.2.2. Lead the Mass Formation/Uniform Inspection, including attendance and organization, safety of cadets, 30-Command Drill Sequence, and Color Guard Sequence.

9.9.2.3. Present the cadet unit mission briefing, developed and rehearsed following the WINGS Published Files template. Cadets should practice presenting to diverse audiences—school administrators, district leaders, or community members—to demonstrate poise, confidence, and professionalism.

9.9.2.4. Engage directly with the HQ Representative, providing a guided tour of AFJROTC facilities, demonstrating cadet-led, cadet-run functions, answering questions, and explaining how cadet leadership drives program success.

9.10. Uniform Wear, Personal Appearance, and Grooming.

9.10.1. Uniform Expectations for Cadets. All cadets will wear their issued AFJROTC uniform during a formal external assessment and comply with personal appearance and grooming standards outlined in AFJROTCI 36-2010 and Operational Supplement, Chapter 7 Uniform and Awards. In general, the unit's standard uniform will be the uniform worn by cadets on the day of the unit visit. Exceptions may include the Color Guard team or cadet(s) with special circumstances that have been pre-coordinated with the HQ Representative. Cadet uniform and grooming standards will be assessed throughout the entire visit, not solely during the Mass Formation/Uniform Inspection (if applicable). Cadets are expected to maintain a professional appearance at all times including hallways, AFJROTC classroom(s), and school common areas.

9.10.2. Uniform Expectations for Instructors. All instructors will wear a uniform of an equal or higher class than the one worn by the cadets during a formal external assessment and comply with DAFI 36-2903, *Dress and Personal Appearance of United States Air Force and United States Space Force Personnel*. The uniform requirement includes any special groups of cadets wearing a different uniform than the unit's standard uniform (e.g., cadet staff or Color Guard). Instructors should recognize the special occasion of the visit and present the highest professional image, reflecting pride in the program and setting the standard for cadets to emulate. Requests for waivers to uniform and grooming requirements, or a religious accommodation, must be made in writing to HQ AFJROTC prior to the unit visit.

9.11. 30-Command Drill Sequence. Performance of the 30-Command Drill Sequence (if applicable) will be conducted IAW the 30-Step Drill Sequence Pamphlet dated 1 November 2024 (located in WINGS Published Files). The sequence will be led and performed by a minimum of 10 second-year cadets.

NOTE: For 4x4 programs, a cadet must be enrolled in their second academic year, not second academic term in their first academic year. Exceptions to the use of second-year cadets must be coordinated with the HQ Representative prior to the unit visit.

9.11.1. Sizing the Flight. During HQ AFJROTC visits, sizing the flight/count-off is not required. The commander may call "Open Ranks" immediately after the command FALL IN.

9.11.2. Reporting In. The Cadet Commander will report in after the FALL IN command is given. Example: *"Sir/Ma'am, Unit Number is prepared for the 30-command drill sequence. Request permission to use your drill area, Sir/Ma'am."*

9.11.3. Reporting Out. The Cadet Commander will report out after the final FLIGHT, HALT command is given. Example: *"Sir/Ma'am, Unit Number, requests permission to exit your drill area, Sir/Ma'am."*

Table 9.7. 30-Command Drill Sequence.

#	COMMAND	#	COMMAND
1	FALL IN	16	TO THE REAR MARCH
2	OPEN RANKS MARCH	17	TO THE REAR MARCH
3	READY FRONT	18	COLUMN RIGHT MARCH
4	CLOSE RANKS MARCH	19	FORWARD MARCH
5	PRESENT ARMS	20	EYES RIGHT
6	ORDER ARMS	21	READY FRONT
7	PARADE REST	22	COLUMN RIGHT MARCH
8	FLIGHT ATTENTION	23	FORWARD MARCH
9	LEFT FACE	24	CHANGE STEP MARCH
10	ABOUT FACE	25	COLUMN RIGHT MARCH
11	FORWARD MARCH	26	FORWARD MARCH
12	RIGHT FLANK MARCH	27	FLIGHT HALT
13	LEFT FLANK MARCH	28	LEFT FACE
14	COLUMN RIGHT MARCH	29	RIGHT STEP MARCH
15	FORWARD MARCH	30	FLIGHT HALT

9.12. Color Guard Sequence. Performance of the Color Guard Sequence (if applicable) will be conducted IAW the Color Guard Pamphlet dated 15 May 2026 (located in WINGS Published Files). The sequence will be led and performed by four cadets from any year group. Units may select one of the two routines outlined in the Unit Assessment Color Guard Guide (located in WINGS Published Files) or perform a routine commonly executed by the unit. Instructors will inform the HQ Representative about which routine will be performed.

NOTE: The Color Guard will not demonstrate uncasing or casing the Colors.

Table 9.8. Color Guard Sequence Focus Items.

SEQUENCE FOCUS ITEMS	Yes	No
1. Flag Order of Precedence (proper flag precedence maintained throughout; U.S. Flag always in proper position; flags other than U.S. flag dipped during National Anthem)		
2. March-On (flag positioning, cadet positioning, team entrance, rifles on right shoulder, final positioning of Colors relative to the audience)		
3. Team Coordination (in step, moved/flowed as a cohesive unit)		
4. Accuracy/Crispness (movements executed sharply, with purpose, and in accordance with guidance)		
5. Tempo (maintained consistent/appropriate marching cadence—did not speed up or slow drastically through transitions, turns, etc.)		

9.13. Cadet Unit Mission Briefing. Cadets will demonstrate discipline, teamwork, and unit cohesion by developing and presenting a cadet-prepared unit mission briefing, following the WINGS Published Files template. Instructor guidance is expected; however, the briefing must be developed and presented by cadets. The presentation will provide a summary of program performance and cadet engagement across key operational areas. Refer to Operational Supplement, Chapter 1 Cadet Operations Guide for specific guidance and content requirements.

9.14. Instructor/Classroom Observation. Instructors must use approved curriculum material, create a positive learning environment, demonstrate proper classroom management, and involve students actively in the learning process. Lessons will reflect detailed planning and organization, utilize AFJROTC curriculum material, and incorporate a variety of teaching methods and techniques. Refer to the AFJROTC Curriculum Guide and Curriculum Super Store for guidance and instructional resources.

9.14.1. SAV or Tier 1 UA. Instructors will present one Leadership Education (LE) and one Aerospace Science (AS) lesson from the current academic year. Each lesson should run approximately 20 minutes.

NOTE: Units with a single instructor are the exception to the two-lesson requirement; for units with more than two instructors, only two instructors are required to teach the AS and LE lessons.

9.14.2. Tier 2 UA. Formal observation of LE/AS lessons is not required; however, the HQ Representative will assess how instructors engage with cadets throughout the day, model leadership, and foster a positive, interactive learning environment. Instructors should demonstrate effective communication, encourage participation, and reinforce AFJROTC values through daily interactions—both inside and outside the classroom.

9.15. Sample Unit Visit Agendas.

9.15.1. NUV/NIV. The sample agenda is provided for planning purposes only. Times and sequence may be adjusted as desired or necessary. Provide the final agenda with specific times to the HQ Representative as directed prior to visit.

UNIT NUMBER AND SCHOOL NAME NUV/NIV Agenda

TIME	ACTIVITY
0730–0745	HQ Representative Arrival – Met by SASI/ASI
0745–0750	Admin/Transition
0750–0820	In Brief Principal with SASI/ASI
0820–0830	Admin/Transition
0830–0900	Meet with Counselors
0900–0910	Admin/Transition
0910–0945	Tour of AFJROTC Program Area (Classroom, Office, Storage, and Activity Areas)
0945–0955	Admin/Transition
0955–1030	Observe AFJROTC Class with Cadet Q&A (This is NOT a Cadet Unit Mission Briefing)
1030–1300	Instructor Meeting/Coaching Session Program Compliance and Early Operational Issues WINGS, Unit Operations, CIA Trips
1300–1330	Working Lunch (Optional)
1330–1345	District Engagement (if requested or needed)

1345–1400	Admin/Transition
1400–1430	Out Brief Principal with SASI/ASI
1430	HQ Representative Departure

9.15.2. SAV and Tier 1 UA. The sample agenda is provided for planning purposes only. Times and sequence may be adjusted as desired or necessary. Provide the final agenda with specific times to the HQ Representative as directed prior to visit.

UNIT NUMBER AND SCHOOL NAME

Tier 1 UA Agenda

TIME	ACTIVITY
0645–0700	HQ Representative Arrival – Met by SASI/ASI
0700–0705	Admin/Transition
0705–0735	In Brief Principal with SASI/ASI and Title IX Coordinator (desired)
0735–0745	Admin/Transition
0745–0845	Cadet Mass Formation Uniform Inspection 30-Command Drill Sequence Color Guard Sequence HQ Representative Time Presentation of Top Performer Awards
0845–0850	Admin/Transition
0850–0910	Meet with Counselors
0910–0915	Admin/Transition
0915–1015	Cadet Unit Mission Briefing
1015–1030	Admin/Transition
1030–1115	Instructor/Classroom Observations - AS/LE Lesson
1115–1200	Working Lunch
1200–1300	Run Assessment Checklist w/Cadet Coaching
1300–1400	Instructor Coaching
1400–1430	Debrief SASI/ASI
1430–1445	Out Brief Principal with SASI/ASI
1445	HQ Representative Departure

9.15.3. Tier 2 UA. The sample agenda is provided for planning purposes only. Times and sequence may be adjusted as desired or necessary. Mass Formation/Uniform Inspection, 30-Command Drill Sequence, Color Guard Sequence, and Instructor/Classroom Lesson are not required unless directed by the HQ Representative. Unit-Based Items are selected at the SASI/ASI's discretion based on unit needs, desires, or circumstances. Provide the final agenda with specific times to the HQ Representative as directed prior to visit.

UNIT NUMBER AND SCHOOL NAME

Tier 2 UA Agenda

TIME	ACTIVITY
0800–0815	HQ Representative Arrival – Met by SASI/ASI
0820–1130	Required Assessment Items In Brief Principal with SASI/ASI and Title IX Coordinator (desired) Meet with Counselors Cadet Unit Mission Briefing Run Assessment Checklist w/Coaching <i>Sections I–II graded (MS/MSWD/DNMS) + Section V SII</i> <i>Sections III–IV assessed as 'On Track' or 'Needs Improvement'</i>
1130–1400	Unit-Based Items (Determined by SASI/ASI) Observe LDRs Review Corrective Actions Discuss Unit Operations Informal Time with Cadets Share Best Practices Working Lunch with Cadets Instructor Coaching Other
1405–1420	Debrief SASI/ASI
1425–1445	Out Brief Principal with SASI/ASI
1445	HQ Representative Departure

9.16. List of Required Suspenses. Units must meet all required suspenses. Timely submission of required documents and reports is essential to maintain program compliance and operational integrity. Failure to meet suspense dates may negatively impact unit assessment scores and eligibility for end-of-year awards. Instructors are encouraged to track deadlines closely.

Table 9.9. Required Suspenses.

ITEM	SUSPENSE DATE
Disenrollment Rules and Processes (Item I-6)	1 July – First 30 Calendar Days of School
DD Form 3200 (Item II-1)	1 July – First 30 Calendar Days of School
DD Form 2981 (Item IV-6)	1 July – First 30 Calendar Days of School
MOA Review (Item II-2)	1 July – First 30 Calendar Days of School
Class or Activity Waiver (Item I-1)	Within First 30 Calendar Days of School Year
DD Form 3203 + Supplemental Participation Forms (Item II-3)	Within First 30 Calendar Days of School Year/Academic Term or Enrollment in Program
Complete Title IX Training (Item IV-6)	30 September

Fall PSR (Item IV-6)	10 October
Unit Information in WINGS (Item IV-6)	10 October
School Demographic Data in WINGS (Item IV-6)	10 October
Unit Goals (Item IV-6)	10 October
Spring PSR (Item IV-6)	10 February
Annual Self-Assessment (Item IV-6)	14 Days Prior to Unit Visit or 15 March
Community Service Events (Item IV-6)	10 April
Academic Year (Item IV-6)	10 April
DD Form 98 (Item IV-6)	1 December -15 May
DD Form 2767 (Item IV-6)	1 June